

## FINANCIAL TIMES



**Festive magic** How does Santa do it?

**Technology, Page 7** 



Man of the Year \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* Rupert Murdoch

France

Preparing for Emu

Russian leader faces economic troubles and questions over his authority



**Episode III** 

The clues point East

World Business Newspaper http://www.FT.com

DECEMBER 24/DECEMBER 25/DECEMBER 26 1996

#### **Peru terrorists** appear ready for extended siege

Terrorists holding about 140 hostages in the Japanese ambassador's residence in Lima appeared set for an extended siege. After the ease on Sunday of 225 hostages, the leader of the Tupac Amaru Revolutionary Movement terrorists said the "confrontational stance" taken by Peruvian president Alberto Fujimori had blocked the way forward. Freed hostages said the 20 or so terrorists were well armed and well trained. Page 12

larael and PLO head for Hebron accord



Fight Press

0 12"

-2-

WE TELL -

Israel and the Palestinlan Authority made significant progress towards an agreement on Israeli redeployment from the West Bank town of Hebron, Israeli prime minister Benjamin Netanyahu (left) met Mahmoud Abbas, s senior official of the Palestine Liberation

Organisation, in an attempt to fron out unresolved issues. The PLO said Dennis Ross, the US peace envoy visiting the region, had offered new proposels. Page 4; Lots of room at the inn, Page 10

Moody's downgrades Deutsche Bank; Credit rating agency Moody's Investors Service downgraded Deutsche Bank's long-term credit rating from its highest triple-A rating to Aal, blaming the tragmentation of the German banking market, international competition and the stress on investment banking. Page 13

LucasVarity loses finance chief: Anglo-US automotive and aerospace components group LucasVarity announced the surprise departure of John Grant, 49, its finance director, less than four months after the £3.2bn (\$5.3bn) merger of Lucas Industries and Varity Corporation of the US. Page 16; Lex, Page 12

Bulgaria's Socialist leader reconfirmed: Bulgaria's divided Socialist party prepared to paper over the cracks after three days of bitter debate and reconfirm Zhan Videnov as party leader in order to retain its grip on power. Page 2

Refugees ordered out of Germany: Thousands of refugees from the former Yugoslavia have been told to leave Germany. Those that do not comply face deportation early in the new year. Page 2

italy allows political funding: The Italian parliament passed a law to allow political par-ties to claim public funding of up to L160bn (\$105m) a year. Page 2

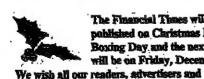
Crédit Agricole speeds changes: French bank Crédit Agricole is to speed the shift of its corporate banking and international capital market activities to Banque Indosuez after Crédit Agricole's decision to take control of the investment bank earlier than planned. Page 13

President's health hits Manile markets: Philippine share prices fell more than 1 per cent after the government met to discuss the health of President Fidel Ramos, who underwent surgery on Sunday to remove an arterial blockage. Page 5

Iran denies Saudi bombing: Iranian president Hashemi Rafsanjani denied charges of Iranian involvement in last June's bombing of a US complex in Dhahran which killed 19 US servicemen. Page 4

Manx powers challenged: Three Danish businessmen won the right to challenge the powers of the Isle of Man attorney-general to seize confidential documents in order to assist the Danish tax authorities. Page 6

Vatican attacks tax fraud hotlines An Italian government hotline to encourage people to inform on tax and social security fraudsters provoked a fierce attack from the Roman Catholic church. Page 12



The Financial Times will not be poblished on Christmas Day or Boxing Day and the next issue will be on Friday, December 27.

distributors a Merry Christmas. FT.com: the FT web site provides online news.

comment and analysis at http://www.FT.com

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## Yeltsin returns to work in Kremlin 'ready for battle'

By Chrystia Presiand In Moscow

Russian president Boris Yeltsin returned to work in the Kremlin yesterday, insisting that seven weeks after a gruelling quintuple heart bypass operation, he was eady for battle".

But as the 65-year-old leader confronts the mountain of economic problems and political candals that has piled up in his six-month absence, the big question is whether Mr Yeltsin will seize back the reins of power or remain a puppet

Looking thinner and more frail than before his November 5 surgery, Mr Yeltsin assured television cameras that the new year would "absolutely" be better for Russians than the closing one.

Bundled up against the subzero temperatures and stepping briefly across the snowy Kremlin courtyard, Mr Yelisin said his priorities would be dealing with the wage arrears that have left millions of workers without salaries for several

months, and military reform. Once in his office, he spoke by telephone to Mr John Major, the UK prime minister. The two men agreed that Mr Major would visit Russia in the new year. The US, German and French leaders have also said they will travel to Russia

Mr Yeltsin is likely to face

Editorial Comment.

early demands that he clarify the lines of authority in his administration. Critics have alleged that, during his pro-longed seclusion, an unelected "regency" led by Mr Anatoly Chubais, Kremlin chief of staff, installed itself at the heim of the nation. Communists, who dominate the parliament, have called for the removal of Mr Chubais, threatening to reject the draft 1997 budget in its crucial third reading later this month if he is not sacked.

demonstrating that Mr Chu bais still enjoys the support of a well-informed president, or he could relegate his chief of staff to a less powerful role.

Mr Yeltsin's absence has not sapped the vigour of his opponents. Mr Gennady Zyuganov. the communist leader who was defeated in the July presiden tial poll, welcomed the presi-dent back to the Kremlin with the observation that "Yeltsin is in no condition to resolve even a single issue facing Russia today".

Mr Zyuganov claimed the results of weekand elections for governors in 15 Russian regions had ended in victory for the Communist party.

Although six pro-Yeltsin governors were re-elected, and only four leftist candidates won in the poils, the balloting was a disappointment for the Kremlin, which had hoped its overwhelming triumph in the presidential elections would carry over to the regions. Mr Alexei Lebed, younger

brother of Mr Alexander Mr Yeltsin could attempt to Lebed, the former national prove he is back in charge by security chief, was elected gov-



Back to work: President Boris Yeltsin said the new year would "absolutely" be better for Russians than the closing one as he returned to the Kremlin after heart bypass surgery process now

running on an independent ticket. His victory suggests in Russia. that two months after his brother was ignominiously Mr Yeltsin. One warning came to drink"

ernor of the province of Khak- sacked from the Kremlin team, over the weekend, when Mr powerful political trademark

assia in western Siberia, the family name remains a Alexander Lebed told German television that the president's recovery was in jeopardy. That could spell trouble for because "he has again started

#### Singapore party guaranteed power before poll

By James Kynge In Kusis Lumpur

Singapore's ruling People's Action party, which has been in power in the island state since independence 31 years ago, won an election victory yesterday before the date of the polls had been set.

Mr Goh Chok Tong, the prime minister, said after all candidates were named in a closed-door meeting, that the PAP would be unchallenged in 47 seats. This meant it would have a majority in the 83-

Later, officials announced that the election would be

held on January 2.
"They [the opposition] have
no alternative to the PAP's vision, its programmes and By Caroline Southey ideas," said Mr Goh, who is to remain as prime minister for mother five-year term.

But in the curious world of Singaporean politics, the assurance of a landslide victory does not mean that the fighting is over. Mr Goh's party is expected to campaign hard in an effort to erase the memory of 1991, when the PAP produced its worst electoral showing, losing 4 seats and gaining just 61 per cent of

There is a convention in Singapore that winning less than 60 per cent of the popular vote may be a sign that the mandate for the city-state's natriarchal style of governance is waning. The result will also be important for Mr Goh, who some observers regarded as a transitional "seat warmer" when he took over from the founder of modern Singapore, Mr Lee Kuan

Intense campaigning may also be necessary to woo a worldwide demand for elec-

Continued on Page 12 | market, often for millions. But

### HSBC set to take stake in Mexican bank Deal over 20% of Serfin would cost about \$240m

By Leslie Crawford in Mexico City

Banking Corporation, the foreigners. dal service: agreement to acquire a 20 per cent stake in Grupo Financiero Serfin, Mexico's third largest

banks said negotiations were "at a very advanced stage", but ruled out an announcement before the end of the year. HSBC in London declined to comment.

Serfin, with Banamex and \$1.2bn. Bancomer, Mexico's largest and second largest banks, can-likely to revolve around the pesos (\$3.8bm) of bad loans, or J.P. Morgan, the US invest- January.

WILL group, is close to finalising an HSBC are successful, foreign banks will have taken important stakes in four of Mexico's top five banks since the devalnation of the peso in December Officials close to the two 1994 triggered a deep recession canks said negotiations were and a domestic banking crisis. Banking analysts believe HSBC will probably pay about \$240m for a 20 per cent share-

financial group's book value of

holding in Serfin, based on the

"Negotiations are more

an analyst at Deutsche Morgan Grenfell in Mexico City. Serfin has a market capitalisation of 2431m. Serfin has assets of 153bn pesos, or 14 per cent of the banking system. It has been looking for a foreign partner

since the beginning of the year, when it promised to raise \$1.67hn in capital in exchange for being allowed to sell 28.8bn

year," says Mr Enrique Pani, Sada family of Monterrey, any more money into their pleted. loss-making bank.

Merry Christmas from

acting as a temporary prop to Hong Kong and Shanghai not by law be taken over by book value of Serfin, rather 26 per cent of its total loan also provided a five-year credit than the market value, portfolio to the government. facility worth \$420m.

has been very depressed this Serfin's balance sheet, but put at Serfin have included the pressure on the bank to find a sale of its leasing arm for close cash-rich foreign partner to \$60m. The bank is also planbefore March 1997, when the ning to sell its insurance busicapitalisation programme ness. It would like to place a must be completed. Serfin's new equity offering in Mexico controlling shareholders, the City and New York, but is unlikely to do so before negotihave said they will not sink ations with HSBC are com-

> HSBC has not yet completed Proceeds from the equity due diligence at the troubled sale will be used to repay a Mexican bank. A big part of \$290m bridge loan extended by the audit should begin in

## Brussels chiefs in row over sales of air landing slots

Union transport commissioner, has been forced to delay proposals to legalise the buying and selling of airport take-off and landing slots because of opposition from the European Commission's competition branch.

Mr Kinnock was due to unveil plans early next year to regulate the trade in slots, but has been prevented from doing so because of strong objections from Mr Karel Van Miert, competition commissioner. Mr Van Miert believes Mr Kinnock's proposals could distort competition between airlines.

"Mr Van Miert feels very strongly about this. He is in charge of competition and as ing money from heaven since long as he is not satisfied that all competition aspects have been dealt with he will oppose the proposals," an EU official

agree the EU's regime for man-said. population increasingly con- aging slots needs to be cerned with the rising cost of reformed. Airlines at present living. Hit by a slump in receive their slots twice yearly free of charge. Many airlines trade these slots on a grey

CONTENTS

they differ radically on how to

Mr Kinnock proposes to Mr Neil Kinnock, European legalise the trade. He argues it would open up competition because the grey market favours dominant airlines. He has offered to introduce safeguards to ensure smaller airlines are protected. He has also argued banning

> the trade would not be feasible as airlines "will always find a way round any prohibition". Mr Van Miert's objection is that legalising the trade would simply serve to consolidate the dominant position of larger airlines. It would lead to a value being placed on slots larger airlines with many slots would have millions added to

their balance sheets overnight. "This would be like receivthe airlines would not have paid a penny for the slots. They could then use the money to buy additional slots, thereby increasing their domi-The two commissioners nant position," the official

> The system "would severely handicap newcomers who

Continued on Page 12 Airline traffic, Page 6 Lex, Page 12

Award winning sharedealing services for private investors Commission from just £5 per trade. For more information call 01708 742288 Celebrate the New Year with a magnum of champagne. Enter our free prize draw by circling the correct answers to these three trivia questions and returning this advert to: The CaterDeal Quiz, FREEPOST, Romford RM1 4BR. In what mouth and year did the Labour party last win power from the Conservatives in a General Election? February 1974 October 1974 September 1979 What was the ET. All Share index in October 1974? 208 149 Which football club was the first to be listed on the London Stock Preston North End. Tottenham Hotspur Manchester United Entries (by post only) must be received by noon on 31st December 1996. Entrans. must be 18 years or over. No purchase is necessary to enter this draw. All applicants will receive a free information pack on services provided by CaterDeal. The draw from all correct entries received will take place at 2pm on 31st December 1996 by City Deal's Compliance Officer The CaterDeal sharedealing service is provided by City Deal Services, a member of the Cater Allen Group, the London Stock Exchange and regulated by the Securities and Futures Authority. City Deal Services was worsed top dealing only stockbroker by readers of the Investors Chronicle.

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#### **NEWS:** EUROPE

City reserves its fire after Bonn minister's broadside

## London wary of German's tax claims

By Wolfgang Münchau in Frankfurt and Christopher Brown-Humes in London

The City of London yesterday reacted warily to suggestions by a German minister that the UK's tax system gave it an unfair advantage, saying it was waiting for more specific details of his criticisms.

Mr Jürgen Stark, a state secretary in the Bonn finance ministry, has announced that Germany is to launch a campaign against allegedly unfair tax practices giving other financial centres an advantage over Frankfurt. He criticised several countries including Britain, Ireland, the Netherlands and Belgium.

One claim was that bankers in the City of London

Concern is growing in Germany over the removal abroad of the highly paid

faced a personal tax burden significantly lower than that of their German counter-

Mr David Oliver, tax partner at Arthur Andersen, said: "There are some tax advantages for foreigners working in the UK, particularly in respect of investment income rather than earnings from employment, but I would be interested to know specifically what [the German minister] has in

Mr Stark's comments come at a time when Germany's tax and social security burden is high and rising because of high welfare spending, a weak economy and large transfer payments

to eastern Germany. The decision by several football players and television personalities to take up primary residence in neigh-

bouring Belgium - which offers special tax treatment to non-residents - has outraged many ordinary wageearners in Germany, who are unable to escape from the highest tax burden in the country's history.

Many Germans also fear that the advent of the single European currency could aggravate the problem.

The country experienced similar outflow problems when it began levving withholding taxes on savings income in the early 1990s. Many savers reacted by transferring their savings accounts to German bank branches in Luxembourg, where no withholding tax

The German government made strenuous efforts to force a European Union-wide withholding tax to plug the gap. But this was successfully opposed by Britain and Luxembourg, where there are no withholding taxes on savings accounts for non-

The government is now planning a wide-ranging reform of the income tax system, aimed at improving competitiveness by reducing the top rate of tax from a little over 50 per cent to somewhere between 35 and 40 per cent.

But the country's fiscal position raises questions about the feasibility of substantial reform. Mr Wolfgang Schäuble, leader of the CDU/CSU parliamentary party in the Bundestag, has already warned that cuts in the unpopular "solidarity" tax to fund the reconstruction of eastern Germany could face delays.

Poss, a finance spokesman for the opposition SPD, accused the government of 'voodoo without economics". He said Mr Schäuble's warning about delays in the phasing-out of the solidarity tax "suggests the kind of chaotic controversies we can expect in the forthcoming debate about tax reform".



A Romanian employee is dwarfed yesterday as he passes underneath a huge red bow and ribbon wrapped around the country's government building. Caricaturist Mihai Stanescu said he had wrapped the ribbon around the building as a present to 'humanise the aspect' of the former communist edifice

## Germany gives Yugoslav refugees notice to quit

But many believe that up to half may never leave the country

former Yugoslavia have received letters ordering them to leave Germany. Those that do not comply face deportation early in the new year.

The prospect of compulsory mass expulsion is not a comfortable one for Germany, but it is tired of bearing the burden of more war refugees than any other country in Europe. This is especially so in a climate of rising unemployment and sporadic racist attacks: at the last count, in September, there were 320,000 refugees from former Yugoslavia in Germany

Even so, many believe Germany's deportation plans may be little more than tough talking and that a number of politicians are privately resigned to the fact that as many as half of the refugees may never leave the country. While the federal government stresses voluntary return it is the Länder (states) that have final responsibility both for supporting the refugees and implementing policies to send Yesterday, Mr Joachim

them home In September, interior ministers of the Länder agreed a response to the refugees. They split refugees into two categories. Those in phase one unmarried people and people without children - have already received letters ordering them to go. Those in phase two will be given a leaving date after May 1.

The number of compulsory deportations this year has been minuscule,

I housands of refugees from the and those who have gone have been number will still be here in 1998." He mainly convicted criminals. Phase one people who have outstayed their welcome bave not, so far, been put under pressure to leave. But, after the suggested date of their departure, social security payments are cut to very basic levels.

It is the federal system which could be the downfall of those refugees who want to stay in Germany. The Bonn government is alive to the historical resonance of escorting people on to trains, but some of the poorer Länder are principally concerned with the continuing economic and social pressures of the refugees remaining.

Cash-strapped Berlin has taken a hard line. Mr Hans-Burkhard Richter, a security adviser to the city government, says: "We are trying to convince them to go voluntarily, and if they don't go voluntarily then we have to take measures to use the hard way." Such measures, he said, would start

early in the new year. Mr Richter points out that by taking 36,000 ex-Yugoslavian refugees, the city has helped more people than France and Britain put together, at a cost of DM500m (\$320m) per year, which it can ill afford.

According to the schedule agreed by the Lander, most of the refugees should be gone by next autumn. However, as Mr Christian Kayser from Berlin's office of planning and migration, says: "We must be aware that a substantial

the political spectrum,

appears to overturn a 1993

referendum abolishing pub-

lic funding of parties then

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THE FINANCIAL TIMES
Published by The Financial Times (Europe)
GmbH, Nibelungemplatz 3, 60318 Frankfort am Main, Germiny, Telephone ++49
69 156 \$30, Frax ++49 69 596 4481. Repussenated in Fromtfort by J. Walter Beand,
Wilhelm J. Brüssel, Colin A. Kennard as
Geschälisfährer and in London by David
CM, Bell, Cheinnan, and Alanc C. Miller,
Deputy Chairman. Shareholders of the
Financial Times (Europe) GmbH are: The
Financial Times (Europe) Ltd, London and
F.T. (Germany Advertising) Ltd, London.
Shareholder of the above mestioned two
companies is: The Financial Times Limited.
Number One: Southwark Bridge, London

GERDARYI;
RESPONSIBLE for Advertising content: Cosn
A. Kennard, Printer: Hürriyet International
Verlagsgesellschaft mbH, Admiral-Rosendahl- Strasse 3a, 63263 Neu Iscabung ISSN
0174 7363. Responsible Editor: Richard
Lambert, c/o The Financial Times Lunited,
Number One Southwark Bridge, London
SE 1941.

PKANUE:
Publishing Director: P. Maraviglia, 42 Roc
La Boérie. 75008 PARIS. Telephone (01)
5376 8254. Fax (01) 5376 8253. Printer:
S.A. Nord Eclair. 15721 Roc de Caire,
F-59100 Roobaix. Cedes 1, Editor: Richard
Lambert. ISSN 1148-2753. Commission
Paritaire No 67898D
SWEDDYN:
RESPONSIBLE Publisher: Hugh Corpore 468.

Responsible Publisher: Hugh Carnegy 468 618 6088, Printer: AB Kvällstidningen Expressen, PO Box 6007, S-550 06.

Expressen, PO Box 1997, 3-330 00.

Jonköping

O The Financial Times Limited 1996.

predicts that at next autumn's conference of interior ministers new classifications will be created on grounds of age or trauma to enable some groups to stay indefinitely on humanitarian grounds.

The difficulty of repatriating refugees has forced Germany to look for more imaginative solutions.

Mr Christian Schwarz-Schilling, an international arbitrator in Bosnia and a former German government minister, emphasises the need to provide practical assistance on the ground to avoid sending people back into a vacuum, from which they might again

"Evidence shows that refugees who return are starting to organise themselves in certain areas. This could prove a useful working base for any German policy of repatriation," he

This response has been echoed by some of the Lander. The Berlin Senate has earmarked DM500,000 to help renovate and modernise a window frame factory in Tuzla, pending an investigation. The project would go ahead if it could be proved that refugees living in Berlin would be willing to take up jobs

Lucy Smy and Frederick Stüdemann

Under the legislation, indi-

viduals will be able to con-

tribute 0.4 per cent of their

income tax due to a central

political party fund. Dona-

tions collected in this way

cannot exceed L110bn in one

year, and an additional

L50bn can be raised via cor-

porate contributions. The total amount will be distrib-

uted to the parties on a basis

The large number of par-ties, coupled with their

bloated bureaucracies and

insatiable appetite for funds,

encouraged illicit funding on

a huge scale. This only

began to be unmasked when

the corruption scandals

broke in 1992. The powerful

reaction against such practices was evident in the 1993

But since then the political

parties have been obliged to

live from hand-to-mouth,

running up large debts in

the case of the Popular party

formed from former Chris-

tian Democrats. It was there-

fore not surprising that only

13 deputies in the 630 cham-

ber decided to oppose the bill

when hurriedly presented in

the pre-Christmas rush of

The sole change produced

in the debate was the elimi-

nation of a clause which

sought to depenalise illicit

funding of parties, which

would have undermined a

significant portion of the

current corruption investiga-

tions and trials. But the

mere fact this proposal was

initially incorporated in the

bill underlined the degree of support such a measure enjoys in parliament.

proportional to their elec-

toral presence.

referendum.

#### EUROPEAN NEWS DIGEST

## Videnov set to get job back

Bulgaria's divided Socialist party last night prepared to paper over the cracks and reconfirm Mr Zhan Videnov as party leader in order to retain its grip on power. After three days of bitter debate, more than half the ruling party's parliamentary deputies signed a petition backing Mr Videnov, whose unexpected resignation at the start of the party congress on Saturday wrong-footed his

Delegates seemed unable to agree on a replacement for Mr Videnov who is likely to be reconfirmed as prime minister at a special session of parliament next Saturday. Ironically, the economic failures for which he is blamed provided the strongest grounds for his re-election. He is still seen as the Socialist leader most able to push through painful economic reforms next year.

Mr Videnov's opponents failed to come up with an economic policy alternative to rapid privatisation and the introduction of an IMF-supported currency board regime which would peg the Bulgarian lev to the D-Mark or the US dollar. After a banking crisis, Bulgaria has only \$520m of reserves but must pay \$167m interest on its Brady bonds in January and find \$1.3bn to service its overall \$10bn foreign debt next year.

Anthony Robinson, London and Theodor Trock, Sofia

#### Lisbon tackles rail losses

Portugal's Socialist government yesterday unveiled a Es600bn (\$3.8bn) restructuring plan aimed at staunching heavy losses by the state railway within three years. Mr João Cravinho, planning minister, said Caminhos de Ferro Portugueses (CP) would be replaced in February with two companies, one to operate infrastructure, the other to run trains. An independent watchdog is to be set up to oversee competition, prices and investment costs. investment in new lines and equipment is to be met by the state and European Union grants. Management concessions will be granted to private

sector groups to operate some suburban and regional lines. Build, operate and transfer contracts for light suburban railways are also to be put out to tender in several areas. Rail unions, which have held several one-day strikes in opposition to the plan, which they fear will cost jobs, have called off a stoppage planned for today to discuss the restructuring with a new management team appointed last week. Mr Cravinho said CP, which reported a Es59.8bn loss in 1995, was losing about a billion

France said yesterday it would go ahead with a new high-speed rail link between Paris and Strasbourg, in spite of doubts about financial viability. Construction on the first 270km will start in 1998, and land for the whole

#### Bonn tax plans alarm church

German government plans for lower taxes as part of a thorough-going reform of the income tax system from 1999 have triggered alarm among the nation's church

Bishop Karl Lehmann, chairman of the association of Catholic bishops, yesterday warned that the changes could have "drastic consequences" for the churches. If church revenues fell by 10-20 per cent as a result, they would have to cut some of the social services they provide in Germany, he said in an interview with the Frankfurter Allgemeine Sonntagszeitung. Bishop Lehmann said he was in touch with the Protestant church about the government's plans.

Germany's Catholic and Protestant churches are among the richest in Europe because registered church-goers pay church tax of 8-9 per cent of their income tax liability depending on which Land (state) they live in. In 1993, the two churches' income totalled DM17bn (\$11bn). The government has promised income tax cuts totalling

#### Beef meals withdrawn

A French company has withdrawn a range of precooked meals containing British beef because of fears they could contain meat from cattle infected with mad cow disease (BSE). The meals, produced by Panzani-William Saurin, a Danone subsidiary, were produced before an embargo was imposed on British beef in the spring amid fears that humans could contract a fatal brain disorder through eating BSE-tainted meat products.

Checks by French inspectors "showed that some precooked meals prepared before the embargo were still being sold while containing British meat", the food ministry said in a statement. The quantities were very small and did not include "matter considered infectious by the World Health Organisation".

#### Moldova rebel re-elected

Mr Igor Smirnov, leader of Moldova's rebel Trans Dnestr region since 1991, was re-elected for another five years, with 71.9 per cent of the vote, in a local election on Sunday, the head of the regional electoral commission

said. Turnout was 57.3 percent of the 428,000 electorate. Neither Mr Smirnov, a 55-year-old Soviet-era industrial boss, nor his rival Mr Vladimir Malakhov offered any softening of the mainly Russian- and Ukrainian-speaking region's secessionist stance toward the rest of Moldova. Both called for the continued presence of 6,000 Russian troops, who have policed a ceasefire since a civil war in 1992 between Trans Dnestr rebels and Moldovan forces.

The region broke away from the rest of Moldova in 1991 on fears its people could lose out if the central government moved closer to Romania. No country recognises Trans Duestr's independence. . Mr Petru Lucinschi, the new Moldovan president, elected three weeks ago, is pledged to grant Trans Dnestr autonomy in

#### Brussels takes Spain to court The European Commission is to take Spain to the

European Court for allegedly obstructing free trade rules regarding the setting up of private security companies. Under a Spanish law of July, 1992, companies providing services such as security guards, private detectives and transport of valuables, must be Spanish and so must their staff. Brussels has told Spain this breaks EU rules but Madrid has refused to change its law.

Three other countries have also drawn the Commission's censure. Germany has also been told its regulations allowing only German companies to use Polish subcontractors in the building industry break the EU principle of cross-border freedom to provide services. Belgium has been informed that rules requiring international non-profit associations to have Belgian associates are discriminatory. And Italy has been told that curbs on the organisation of trude fairs and exhibitions breach Union rules on the right of

■ Wages increased by an average 4.6 per cent in Spain in the third quarter from a year earlier, and were unchanged from the second, according to the National Statistics Institute. It said average monthly wages in construction rose 4.8 per cent in the second quarter from a year earlier, while in industry they rose 5.3 per cent. The average monthly wages in the service sector rose 3.5 per cent in the second quarter from a year earlier. ■ Finland's gross domestic product grew 3.8 per cent in

the third quarter from a year earlier and was up 2.1 per cent from the second quarter, the central statistical office said. In the first half, GDP growth was 1.4 per cent

Italian parties set to receive public funding By Robert Graham in Rome backed by 90 per cent of the The Italian parliament has Although parliamentary lawyers claim to have carerushed through before the Christmas break a law perfully studied the legal implimitting public funding of cations of the new law, Mr political parties to the tune Marco Panella, the radical of L160bn (\$105m) a year. leader behind the 1993 refer-The new law, which endum, said he would chalreceived support from across lenge parliament's move.

the rate of thousands of trees a minute, how can planting just a handful of seedlings make a difference? · A WWF - World Wide Fund For Nature tree

being destroyed at

that can force them to chop down trees. Where hunger or poverty is the underlying cause

nursery addresses some of the problems facing people

of deforestation, we can provide fruit trees. The villagers of Mugunga, Zaire, for example, eat papaya and mangoes from WWF trees. And rather than having to sell timber to buy other food, they can now sell the surplus fruit their nursery produces.

Where trees are chopped down for firewood, WWF and the local people can protect them by planting fast-growing varieties to form a renewable fuel source.

This is particularly valuable in the Impenetrable Forest, Uganda, where indigenous hardwoods take two hundred years to mature. The Markhamia lotea trees planted by WWF and local villages can be harvested within five or six years of planting.

Where trees are chopped down to be used for construction, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced.

These tree nurseries are just part of the work we do with the people of the tropical forests.

WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice on growing vegetable and grain crops.

very quickly by "slash and burn" farming methods. New tracts of tropical forest would then have to be cleared every two or three years.

This unnecessary destruction can be prevented by combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again.

In La Planada, Colombia, our experimental farm demonstrates how these techniques can be used to grow a family's food on a small four bectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world. The idea behind all of this work is that the use of

natural resources should be sustainable. WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no

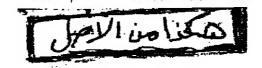
net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately enough, a legacy.



International Secretariat, 1196 Gland, Switzerland.

FOR THE SAKE OF THE CHILDREN WE GAVE THEM A NURSERY.



Polish teles

A Marian 



Paris Bourse. Preparing giving

for Emu updates on the prices and performance updates each day on France-Info, the country's main all-

"Obviously, I can't give all their preparations. prices in both euros and francs. I think at the start in minister, chairs the 60-1999 I'll just give percentage changes in the prices, without saying what the prices

"My listeners who own shares will know what their value is in euros or francs. But when I do any detailed commentary, I'll probably have to quote two parities like the newspapers

La Tribune, the business daily, has started quoting the Bourse's monthly cash market prices in Ecus which will be exchanged one-for-one for euros in 1999 well in advance of autumn

particular the change - an opinion poll dilemma about this year found 45 per cent backing for the Bourse's decision to join the money, bond and foreign exchange markets in Paris trading in

euros from January 4, 1998. While the French as a nation may still be divided stock market about merits and consequences of monetary union, markets have shown a single-minded determination in

Mr Jean Arthuis, finance strong "national committee for the euro", bringing together MPs, employers, unions and consumers. In each of France's 95 depart-ments, there are similar bodies, chaired by local representatives of central government (préfets) and of the finance ministry (trésoriers généraux).

The Bank of France started even earlier. At the start of 1995, it created a euro working group with the Paris market authorities, bankers and credit institu-

1998 when Mr Jean-Francols mittee, chaired by Mr Jean-Theodore, Bourse president. Plerre Patat, head of the

the French Association of Credit Institutions

Under this are four sub groups studying legal implications of the switch from Ecu to euro, changes in central bank relations with commercial banks, and the consequences for money, forex and stock markets.

Mr Patat expects creation the country's authorities and of a unified monetary policy to have a relatively minor technical impact on French banks. They now must de posit with the Bank of France the equivalent of one per cent of their outstanding credit. This ratio may be raised because the planned European System of Central Banks is expected to make more use of reserve requirements than many national central banks at present.

Another French concern is over refinancing. French banks use a lot of private paper - essentially bank credit to French companies with an established credit rating - as collateral for obtaining money with the Bank of France. After 1999 the banks will want to draw on paper circulating elsewhere in the euro-zone to back their loans from the

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The Error calculator provides a weekly ampainot of the protection which the illustrate indicate place on splected countries being willing and able to join "Geometry in forming a single European Coursecy in 1999. Corrects stranger at the countries from the interest at among pariot, in which towesters were flowing rate interest payments on an impaint in which towesters were flowing rate interest payments on an impaint in the food-rate oracle. Countries are astroned if they have a liquid. maries which allows components probabilities to be oriculated. Fit hand Portugal will be added to the Einz catculator in the coming w

Over the past week score of the "slability pact" exphants has unwound these countries which gained most from the agreement, Spain and Indy. Origin countries which gained from the agreement, Spain and help. Countries are self-chicked into delinite ins (100%), Sinu Popolide (1995–90%)

Bank of France, which will planned Target system of probably want this foreign payment settlement within commercial paper to be guarbanks.

credit creation in the not really worry the Paris

the euro-zone should be conanteed by other central fined to banks within the euro-zone, citing monetary The Bank of France insists policy arguments. These do

"Any technical problem like this facing British banks will suit us," says one member of the Matif futures and derivatives market, which hopes to strengthen its position in 1999 against Liffe in London. In the new competitive game opened by the arrival of the euro, "every detail will count", he adds.

Some of the motives behind the French capital markets' planned Big Bang switch to the euro in 1999 are technical. One is to avoid distortions, favouring one market over another, for instance, bonds over shares. Another is to avoid credit institutions having to make all sorts of internal convertions, according to different types of assets or liabilities. But the main aim is to turn past investments in technol-

ogy into competitive gains. Paris has been trading bonds and shares electronically for a decade without any exchange of paper. A body called Sicovam acts as depository for shares and bonds and keeps track of them electronically in a system which links companies

Under the growing pressure of business and the desire from central banks to have immediate guarantees for loans, Sicovam's Relit system - which settles accounts daily - is to be replaced next summer by Relit à Grande Vitesse, which will provide real-time, irrevocable and unconditional settlement throughout

Moving to the euro will require changes to computer software. But an instantaneous switch is technically possible in Paris's "de-materialised", all-electronic system, while it is almost impossible in other European markets, where paper still plays a part and where there would always be bond and share certificates to be

ripped up and re-issued. Paris hopes to reap a premium for being the first big marketplace to adopt the euro. The Bourse's Mr Theoinvestors will want to put sizeable amounts of money in the euro-zone almost at the moment of its creation.

of London, which was quick to invent a number of D-Mark denominated bonds and products and to create business which Frankfurt

has still failed to win back. France's banks and stock brokers still plan to issue bank and trading statements in francs for their clients who until 2002 will still have francs jingling in their pockets and will use francs in shops and in dealings with tax and social security

authorities. The Leclerc retail chain has already started to prepare its customers for the future; it priced all goods in its supermarkets in euros as well as trancs for two weeks

this autumn. The tax authorities have said they are prepared to take tax payments in euros before 2002 - when the euro replaces its member national haps tax declarations.

"Accepting declarations in euros would mean accepting finance ministry official. "Big companies want to be able to choose to make declarations in euros or francs. but small companies are euro-accounting before they

## Polish telecom monopoly set to stay until sell-off starts

By Christopher Bobinski

The Polish government is set on ensuring that Telekomunikacja Polska, the national telecoms operator, keeps its lucrative monopoly on intercity and international calls until after a start is made on privatising the company in 1998, Mr Andrzej Zielinski, telecoms minister, said yes-

strategy for the sale of TP -870m zlotys (\$300m) last year - would be discussed by the government next month.

The statement came as Poland's two new fast growing GSM system mobile phone operators are becoming increasingly frustrated at their failure to strike a deal with TP on charges for calls between their subscribers and TP's system.

The operators, Era GSM and GSM Plus, have garnered over 60,000 subscribers since coming on line two months ago.

The GSM operators whose shareholders include Deutsche Telekom, USWest and Air Touch of California - currently have to route calls through TP's network. Both operators have appealed to Mr Zielinski to broker an agreement with

The dispute between the independent operators and TP also threatens to cast a cloud over next year's planned tender for a new DCS 1800 mobile operators' licence - a high frequency system suited to densely populated urban areas. The fact that the successful bidder will have to negotiate an interconnect agreement with KGHM, Europe's largest cop-TP could narrow the field of Per producer, could generate applicants and lower the price of the licence.

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international calls until after

In the meantime, his ministry appears to favour the sale of a 15 per cent to 20 per cent stake in TP through a public offer mainly on stock exchanges abroad as well as through the Warsaw bourse. This could be followed by an offer to a strategic investor, Mr Zielinski says.

Other options thrown up "Privatisation first, then by pre-privatisation studies liberalisation." Mr Zielinski are the sale of a big stake in TP to a toreig He said his ministry's investor or linking a public offer with a firm commitwhich made net profits of ment to bring in a strategic

> The management at TP apparently favours solutions which would leave as large a hands but Mr Zielinski's ministry is arguing for the lion's share of the offer to be placed abroad to maximise revenues from the sale.

> Poland has 6.6m landlines - 17 for every 100 people. This is expected to grow to 30 per 100 by 2000, by which time the government estimates there will be between 1.5m and 2m mobile tele-

phone users.

The Polish treasury ministry reaffirmed yesterday that preparations for the privatisation of copper combine KCHM Polska Miedz were on schedule and its partial sell-off would take place in June, 1997, Reuter reports from Warsaw.

"The date of the sale has not changed. It is still June," the ministry told a news briefing. "The KGHM sale is our number one project, which will decide Poland's credibility and help meet budget revenue targets next

He added that the sale of balf of the revenue from privatisation next year, set at However, Mr Zielinski nearly 8.5bn zlotys (\$1.2bn).

KGHM had a net profit of oly will be maintained until 481.9m zlotys last year after 1999, while TP will bold against 351.1m zlotys in 1994.

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## **US** consumer spending rises

US consumer spending rose strongly last month, continuing the rebound from a period of sluggish consumer demand in the summer, the Commerce Department reported yesterday.

Seasonally adjusted spending increased by 0.5 per cent in November from a month earlier, following a 0.7 per cent gain in October.

Total personal income from all sources, including salaries, rents and interest earnings, increased by 0.5 per cent in November, having been flat in October. The savings rate was unchanged from October, at 5 per cent of personal income.

The figures suggest consumption growth in the final quarter of the year will prove to have been robust, following the slowdown in the third quarter. But they do not indicate as yet the long-feared surge in consumer spending that could bring inflationary pressures in its Gerard Baker, Washington

#### Hutu rebels call ceasefire

Burundi's main Hutu rebel group yesterday announced a unilateral ceasefire but said it would hit back if the army

The National Council for the Defence of Democracy (CNDD) and its armed wing announced the 11-day ceasefire in a Christmas and new year's message. The CNDD also accused the army of massacring tens of thousands of civilians in 1996, including refugees forced to return to Burundi last month from eastern Zaire.

More than 150,000 people, most of them civilians, have been killed in massacres and civil war between the army and Hutu rebels since the assassination of Burundi's first Hutu president in 1993. Foreign Staff, London

#### Ecuador tax reform hitch

Ecuador's president Abdala Bucaram has withdrawn a tax reform package from Congress in the face of a threatened opposition veto. Congressmen objected to measures including higher taxes on alcohol and cigarettes which they said would encourage smuggling. There were also objections to value added tax exemptions on medicine.

Without the reforms, a budget deficit of \$1.2bn or 6 per cent of GDP is expected for 1997. A balanced budget is a prerequisite for successful implementation of the proposed currency convertibility plan, currently scheduled for introduction on July 1 1997. Under the programme the Sucre. Ecuador's currency, will be pegged to the US dollar at a fixed exchange rate, and foreign exchange reserves must at least match Sucres in circulation.

The government needs to get its tax proposals passed before the end of 1996 for them to take effect in 1997. If the reforms are not passed, the governemtn has warned that alternative austerity measures such as increases in public service tariffs and removal of subsidies will be necessary. Justine Newsome, Quito

#### Israel-Turkey customs pact

Israel and Turkey yesterday signed a customs co-operation agreement laying the groundwork for a free trade zone the two countries plan to establish by 2000. The accord gives customs authorities on both sides the power to ensure trade and customs regulations are

Israel and Turkey now have trade worth about \$200m. annually, divided roughly between them. The agreement is the latest of a series the two countries have signed in preparation for the zone.

#### Saudi ammonia plant agreed

Saudi Basic Industries (Sabic), Saudi Arabia's state-owned petrochemical concern, yesterday signed a letter of intent for Tecnimont of Italy to build ammonia and ures plants in the kingdom.

The ammonia plant will produce up to 500,000 tonnes a year, and the urea plant will have capacity of 600,000 tonnes. The plant will be funded by Sabic's Saudi Arabian Fertiliser unit, along with the Saudi Industrial Development Fund and a group of commercial banks. The plants are expected to take 28 months to build and are forecast to be on stream by the end of 1999. AP-DJ, Dubai

## Progress made on Hebron deal

Authority vesterday made significant progress towards an agreement on Israeli redeployment from the West Bank town of Hebron. Officials from both sides were cautiously optimistic about the prospects of a deal soon. Mr Benjamin Netanyahu, Israel's prime minister, met Mr Mahmoud Abbas (Abu Mazen), a senior official of the Palestine Liberation Organisation in an attempt

Mr Abbas said progress had been made, but an agreement had not yet been reached. Mr Nabil Abu-Irdeinah, spokesman for Mr Arafat, said Mr Dennis Ross, the US peace envoy visiting the region, had offered new pro-

By Avi Machlis

as of January.

The Bank of Israel said

vesterday it would lower the

discount rate by 0.5 of a per-

centage point to 14.7 per cent

But the central bank said

it would not loosen the mon-

etary brakes any further

despite declining inflation

The goal now, it said, was to

reach the government's 1997

inflationary target of

"The inflationary environ-

ment and the level of infla-

between 7 and 10 per cent.

to iron out unresolved



Israeli soldiers run from stones in Hebron yesterday

Mr Moshe Fogel, an Israeli government spokesman said: "At this point it is clear to everyone that we are at the But an agreement has not been finalised yet and we are still waiting to see how things go."

tion" must be maintained on

1996, the consumer price

index rose 9.4 per cent, com-

pared with the government's

inflationary target of 8-10 per

cent for the year. But in the

last five months inflation

was only 2.5 per cent com-

pared with 6.9 per cent in

said that declining inflation

warranted a sharper rate

The business community

the first half of the year.

tionary expectation are still cut. Analysts, however, said

In the first 11 months of mercial banks.

interest rate policy.

Since the talks began over three months ago, Israel and Palestinian negotiating teams appeared close to final stages of an agreement. agreement on numerous occasions. However, yesterday's top-level meeting was the most potent sign yet that they were close to breaking areas and Israeli settlement

key lending rate which the

Bank of Israel charges com-

The central bank and the

business community still

await approval of the 1997

budget by the Israeli parlia-

The budget was presented

in its new framework to the

Knesset yesterday and must

be approved by the end of

It aims to reduce Israel's

budget deficit to 2.8 per cent

of gross domestic product in

ment, the Knesset.

the year.

plagued the negotiations over the Israeli redeploy-

Mr Ross, who arrived at the weekend to push forward the stalled talks, said an agreement was "more feasible now". After returning from Cairo, Mr Ross met Mr Netanyahu in Jerusalem to discuss progress in the talks.

A number of issues have prevented the talks from being finalised in recent weeks. Israel has demanded the right to "hot pursuit" into areas about to be handed over to Palestinian control, in order to provide security for the 400 Jewish settlers who live among about 120,000 Palestinians in

Other Israeli demands include wider buffer zones between the Palestinian

per cent of GDP in 1996.

who feared the cuts would

hurt disadvantaged sectors,

forced him to abandon some

planned welfare spending

cuts and to retreat from his

The new budgetary frame-

work includes an expendi-

promises of no new taxes.

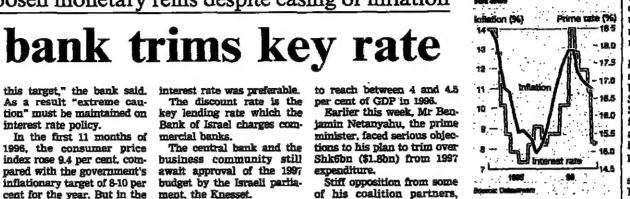
expenditure.

the deadlock that has compounds in Hebron, and limiting Palestinian police in certain sectors from carrying automatic weapons.

Palestinians have not accepted these demands, saying the Israelis were trying to re-open interim accords signed between the PLO and the israel's previous Labourled government. "It seems the Israelis are now willing to accept that we go back to the old agreement, which means no hot pursuit," said

Mr Abu-Irdeinah. In addition, Palestinians have demanded Israel's government commit itself to further implementation of the interim peace accords, after a Hebron accord is signed. "It seems the Israelis are now willing to commit themselves to final status negotiations," said Mr Abu-Irdeinah.

Lots of room at the inn. Reluctance to loosen monetary reins despite easing of inflation Israeli bank trims key rate



Shk2bn.

New excise taxes on cigarettes and petrol were added. Investment grants were reduced from 34 per cent to 24 per cent, instead of the close to the upper area of incremental reduction of the 1997. The deficit is expected ture cut of about Shk5bn and planned cut to 20 per cent.

# denies

By Rouls Khalaf, Middle East Correspondent

Mr Hashemi Rafsanjani. Iran's president, yesterday denied charges of Iranian involvement in last June's bombing of a US complex in Dhahran which killed 19 US

servicemen. His remarks to the Saudi daily Asharq al-Awsat came in response to reports leaked to the US press pointing the finger at Iran.

The Saudi investigation into the blast has reached its final stage. But confounding assumptions that hardline Saudi Sunni Islamists would be found responsible, Saudi investigators are leaning towards a conclusion implicating a group largely made up of Saudi Shias, the other main strand in Islam and a minority in the kingdom.

According to US officials, however, Saudi Arabia has only circumstantial evidence linking Shia Iran to the Saudi group. Some of the Saudi Shias are said to have fled to Iran and some were allegedly trained in Lebanon by the pro-Iranian Hizbollah party.

In the interview, Mr Rafsanjani said Tehran had looked for the Saudis said to be in Iran but failed to find them, and that one of them had been found dead in a prison in Syria.

Given the lack of due process in Saudi Arabia and the sometimes dubious means of obtaining confessions, the results of the Saudi investigation are likely to be met with a degree of scepticism. Much to its regret, the FBI has had no access to the evidence, according to US officials. Nor have FBI officials seen a videotape of the confessions of Shin detainees, as suggested in some US press

reports.

If Saudi Shias are blamed for the bombing, it would suggest Saudi Arabia now faces dissent on two fronts. At the same time, however, as the kingdom's ultraconservative Sunni doctrine is fiercely opposed to Shiism, it would be a convenient way to rally support and deflect attention away from tion.

The Saudi government was forced to admit earlier this year that a hardline Sunni faction decided to resort to violence by attacking the US-staffed Saudi National Guards headquarters in Riyadh in November 1995. Four men were

beheaded for the attack. The execution exacerbated resentment among Sunni hardliners in the kingdom, **and some are** believed to have vowed revenge. Sunni dissidents in London say hundreds of their supporters were arrested in the months following the Dhahran blast and that six detainees even confessed to having attacked the US housing complex.

But while the Sunnis appear willing to take blame for the the Dhahran attack, the Shias, hundreds of whom have also been arrested. have been denying the

charges. Saudi Shias make up about 15 per cent of the Saudi population. Concentrated in the eastern province, they have long been discriminated against. A 1993 agreement led to the release of prisoners and granted some rights to the minority. According to some Shia experts, however, some hardline Shias have grown disillusioned with the accord. Since Shias started to be rounded up after the Dhahran blast, public dissent has resurfaced.

While more palatable domestically, blaming Shias which to many Saudi Sunnis will suggest an Iranian role - creates a foreign policy dilemma for the kingdom, which has recently tried to patch up ties with Iran. The Saudis are also said to be assigning a role in the affair to Syria, which dominates Lebanon and allows Hizbollah to operate there. But involving Syrua and Hizbollah could appear to play into the hands of Israel at a time of growing need for Arab solidarity to face Israeli intransigence.

"if the bombers turn out to be Sunni, it would show considerable militant opposition, if they are Shias, the Saudis have the dilemna of what to do about it," says a western expert on Saudi Arabia, "Do they tell the US and work on the assumption that the US will strike at Iran, which can cause all sorts of problems? They also run the danger of no one believing them."

## Cubans keep wraps on Christmas

elebrating Christmas in postcold war Cuba has all the feel of engaging in a semi-clandestine activity. Christmas trees are tucked away, half concealed behind the windows of private homes or inside the state tourist hotels and commercial centres catering for for-

Although Cuban Christians can celebrate in private, Christmas is not recognised as a national holiday by Cuba's communist rulers. It cannot compete with political holidays such as January 1, Revolution Day, or July 26, National Rebellion Day. at giorify the earthly exploits of Fidel Castro.

Cuba stopped officially celebrating Christmas more than two decades ago because the authorities decreed that the holidays disrupted the annual sugar harvest, the traditional mainstay of the island's oil-importing, sugar-exporting economy.

There is no sign that Christmas is about to be formally reinstated this year, despite a visible warming in relations between the communist

UNITED STATES

Church, the largest organised religious congregation.

The absence of public celebrations is striking because many older Cubans recall that before the 1959 Cuban revolution a strong Christmas tradition existed on the formerly Spanish-ruled island. This was expressed both in the Anglo-Saxon tradition of Christmas and the Hispanic observance of the Dia de los Reses (Epiphany) on January 6.

between President Castro and Pope ment on the island. John Paul, followed by an announcement that the Pope would visit Cuba next year, had raised hopes among Cuban Christians of more public space for religious feast days.

So many were surprised and disappointed when Cuba's National Assembly, the island's legislative body, chose this Christmas Eve and Christmas Day on which to hold their sole two annual working sessions for 1996.

**JAPAN** 

Cuban officials vehemently denied suggestions that the timing of the

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

to underscore Cuba's constitutional identity as a one-party, lay, socialist state. "We had to fix a date and these are working days...You can't please everyone," a Cuban foreign ministry official said.

Today's National Assembly meeting will approve the 1997 budget and economic plan and pass Cuban legislation to counter the US Helms-Burton law, which tightens a longstanding US economic embargo on Cuba Last month's historic meeting by seeking to curb foreign invest-

> Catholic bishops ha not commented on the curious timing of the assembly. But in a carefully worded Christmas message, the Archbishop of Havana, Cardinal Jaime Ortega, underlined the spiritual importance of Christ-

It is true that official tolerance of religion has increased and churchstate relations have improved greatly since the hostility of the early days of the revolution, when

government and Cuba's Catholic assembly was deliberately intended Catholic Church leaders were branded as "counter-revolution-

But while the government does not prohibit the private celebration of Christmas, it certainly does not encourage it either. Those Cubans who do celebrate

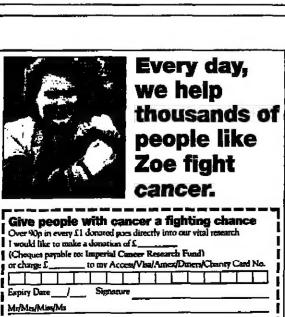
Christmas will do so quietly, in the privacy of their homes. Despite modest improvements in the recessionhit economy, few have the cash to spend on expensive presents or lavish meals.

Many will choose to save their the militant Sunni opposimoney for the new year celebration, traditionally marked by a family meal of pork, rice and black beans washed down with beer or rum.

Despite the lack of official encouragement, the state shops have done brisk business in the sale of Christmas decorations. Almost all of these seem to be made in China, a socialist ally of Cuba better known for its commercial zeal than its Christmas tradition.

Pascal Fletcher





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istics for Garmany apply only to western Garmany, Data supplied by Datastream and WEFA, Retail sales volume: data from national govern due series deflated by ORCD using CPI). Refers to total retail sales except France and italy (nejor outsets only) and Japan (department s is hom national government sources, includes mining, manufacturing, gas, electricity and water supply industries except Japan (mining includes construction industries). Unemptoyment nate: OECD standardised rate which adjusts as lar as possible for the efferent definition.

#### Kazakh television threatened

By Sander Thoenes in Almaty

Kazakhstan is set to lose most of its independent radio and television broadcasting stations when some of the highest licence fees in the world take effect next year.

An association of independent broadcasters bas appealed against the conditions on a series of open tenders for their frequencies to be held early next year. Under the system, televi-

sion stations will have to pay one-time non-refundable fees of up to \$114,286 in addition to \$11,429 a year. In large metropolitan

areas such as Chicago in the US, television stations pay \$32,000; in Russia, stations pay as little as \$750 for five years. The Kazakh bidding docu-

ments state that stations can lose their frequency at any time if a better bid is submitted, complicating long-term advertising and programme contracts. "They are hitting us

below the belt," said Ms Rozlana Taukina, president of Totem, which broadcasts some of the hardest hitting television and radio news programmes in Kazakhstan, "They want to destroy all independent broadcasters," The auction coincides with plans for a nation-

wide network called independent Television, proosed by Ms Dariga Nazarbayeva, daughter of the Kazakh president. Ms Nazarbayeva now runs the state television com-

pany, the only other

national broadcaster.

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## Suharto asks Manila the poor to shame rich

The former general's gov-

ernment has vowed to eradi-

cate poverty within 25 years

in Indonesia, which was one

of the world's poorest coun-

tries when he took power in

1966. Mr Suharto is credited

with reducing the number of

Indonesians living in abso-

lute poverty from 60 per cent

of the population in 1970 to

less than 15 per cent of its

Autonomous Prosperity

Fund, was set up by Mr Suharto earlier this year.

Members on the foundation's

board include the president's

second son, Mr Bambang

Trihatmodjo, and Mr Anthony Salim, part of the

Salim family, which is one of

Some Indonesians have

expressed concern about

how the funds raised will be

managed. In addition, for

companies it remains

unclear whether the new tax

is to be treated as a dona-

tion, an appropriation of

increase in the tax rate only

months after the corporate

funds or an effective

Indonesia's wealthiest fami-

The foundation,

190m people today.

and agencies in Jakarta

Indonesia's poor were yesterday urged by their president to heap shame on the rich in an effort to make them more generous.

Those businesses and individuals who did not obey his decree to donate 2 per cent of their profits to charity should be publicly identified he said. "Just mark their houses...with flags, or whatever. That would make them ashamed," the president said.

Mr Suharto decreed earlier this month that companies and individuals with more than Rp100m (\$42,000) in annual net income "must" hand over 2 per cent to a foundation he beads. A similar decree last year said only that they "can help" the

The president said he had been disappointed by the initial response to the programme with only half the 11,000 individuals and bustnesses called on to donate in fact handing over money.

There's no need to lash out or be upset. Just mark their houses," Mr Suharto was quoted as saying by the English-language daily The

Mr Suharto said businesspeople who failed to give their 2 per cent to the fund would be "morally chastised" because helping the poor is required by Indonesia's national ideology.

Although Mr Suharto said he did not want violence, his comment about marking the homes of non-contributors recalled the mid-1960s, when soldiers and rightwing mobs massacred thousands of leftwingers whose houses were marked by flags or painted

between rich and poor in Indonesia has become an management of the foundaincreasingly contentious tion's funds will be transparpolitical issue and is ent and accountable to the believed to have been public but under Indonesian one of the factors which law audits for this kind of sparked anti-government foundation are not required.

after prosecutors challenged sentences against Mr Chun

Doo Hwan and Mr Roh Tae-

woo, both former presidents,

as too lenient, Reuter

reports from Seoul. The two

decided they would not seek

to overturn verdicts imposed

by an appeals court on charges of mutiny, treason

The appeals court last

Monday commuted Mr Chun's death sentence to life

in jail and slashed Mr Roh's prison term to 17 years from

"We won't appeal. Presi-

dent Roh doesn't want to

cause any more worries to

dent," said Mr Roh's lawyer.

Mr Han Young-suk. Mr Chun's lawyer, Mr Lee Yang-woo, said: "President Chun

doesn't want to disgrace the

It won't help the country's larg.

the public over this inci- Roh.

country with the troubles of of Kwangju and illegal slush history when it faces diffi-funds they amassed worth

culties at home and abroad. hundreds of millions of dol-

and corruption.

## hit by Ramos illness

The 68-year-old presiden is a worksholic with a punishing official routine of up to 18 hours a day. He was first admitted to hospital on December 14 for what doctors said "appeared to be a viral infection". Tests revealed cholesterol deposits and a "significant" block in the right carotid artery. In a 75-minute operation yesterday the blockage was

"The president has fully recovered from the effects of anaestbesia." Dr Raul Fores, the hospital's medical director, said last night. "He is fully awake, conscious and all the vital signs are within normal limits.

Vice-president Joseph Estrada appealed for "unity and calmness among our people". Mr Ruben Torres, executive secretary, said there was "no issue of succession whatsoever. As long as the president is formally conscious and able to work normally, there is no need to transfer power."

Details disclosed in the throw the money around for President Suharto has said he needs heart surgery".

> Christmas or the New Year we could have a real problem." said one foreign

The president's hospitali-



Reodica, talks to reporters about

#### tax rate was cut to 30 per cant from 35 per cent. Foreign companies and individ-Jakarta Post. uals resident in Indonesia are also required to donate. "This is an additional tax for rich people," said analyst Christianto Wibisono, director of the Indonesian Business Data Centre, adding

that it was "a political char-"I support the decree." said B.R.A. Moeryati Soedibyo, an executive at an Indonesian cosmetics company, "but I'm a little afraid that it will not be useful if the receivers do not have specific plans in mind and

Chun and Roh

The wide income gap nothing.

# markets

By Justin Marozzi in Manile

Philippine share prices fell more than 1 per cent yester-day after the government convened a special cabinet meeting to discuss the health of President Fidel Ramos. The president underwent surgery on Sunday to emove an arterial blockage.

In a nervous trading session, stocks initially shed more than 2 per cent before recovering to close down 1.25 per cent after government officials held a press conference reassuring the public that the president's operation was successful.

press conference apparently contradicted an earlier innouncement that Presi dent Ramos was undergoins tests "to determine whether

"I'm not quaking in my shoes but if he isn't out by

Mr Alexander Pomento, director of research at ING Barings, said the market's reaction was "short-term" sentence appeal and "human nature".

sation may have most effect on debate about constitu-tional change. This will be South Korea's "trial of the interests to continue the century" headed to the trial."

Supreme Court yesterday But prosecutors said they a blow for those who want to alter the constitution to allow Ramos a second term because for the first time everyone has been given a reminder of his mortality," See World Stock Markets, Page 30



Carmencita Philippine health secretary

#### Mining industry upset at lack of clear ruling

would pursue the disgraced

former heads of state to the

highest appeals court in the

country along with 13 oth-

ers, including former presi-

dential aides, ex-generals

"Even though Chun and

Rob decided not to appeal, we have no reason to follow

their decision," Mr Kim

Sang-hee, senior prosecutor,

"We began the trial with clear demands for punish-ment and have not wavered

from start to finish." Mr Kim

said. Prosecutors have all

along sought death for Mr

Chun and life in jail for Mr

Chun and Mr Rob relate to a

1979 coup, an army massacre that crushed democratic resistance in 1980 in the city

The convictions of Mr

and businessmen.

## **Australian court boosts** land rights campaign

By Bethan Hutton in Sydney and mining leases on the

Aboriginal land right campaigners claimed victory yesterday after the High Court in Canberra ruled that pastoral leases do not necessarily extinguish native title to traditional lands.

The mining industry and farming organisations. which had been hoping for a clear ruling that pastoral leases invariably extinguished native title, said the decision was the worst possible one, leaving the issue open to be debated case by

case through the courts. The decision relates to an appeal by the Wik and Thayorre peoples of the Cape York peninsula in far north Queensland, after their claim under the Native Title Act for 35,000 square kilometres was rejected because of the existence of pastoral

By a four to three majority, the High Court ruled that pastoral leases and under some circumstances. However, the court found that where the two were incompatible, pastoral leaseholders' rights would have priority. The impact of the judgment will vary across Australia because leases take many different forms.

The ruling comes three years after the introduction of the Native Title Act, which established procedures for aboriginal groups to lay claim to their traditional lands, or be compensated for them. The act puted area, said that the full appeared to assume that implications of the judgment native title was extinguished by most pastoral leases, but confirmed the validity of its did not write that assumption into law.

Yesterday's ruling will increase backbench and farming lobby pressure on the prime minister, Mr John Howard, to introduce legislanative title could co-exist tion ensuring that pastoral leases extinguish native title. Mr Howard said in May that he would not do so, and the issue was not addressed directly in a package of proposed reforms to the Native Title Act, released in Octo-

The Wik and Thayorre peoples will now have to take their case back to the federal court, which will decide on their rights in this specific case. Comalco, the mining company, which has bauxite mines in the diswere not yet clear, but it shares rose on the judgment.

## Tourism respite for Burma regime

our French tourists arrive at Sule Pagoda in downtown Ran-Ted Bardacke reports on the military's drive to attract the spending of foreign visitors famed monument locked shut. They circle the golden spire searching for an expla-

Half-way around they find Six military transport trucks, laden with armed soldiers, hot and bored in the blistering midday sun, stand waiting to disperse student protesters, for whom the pagoda is a site of impromptu demonstrations. The students, finding it

difficult to organise as their universities have been closed, don't show up and the tourists are unfazed by the soldiers. "I didn't see them shoot

anybody and they aren't going to shoot me," says Dominique from Lyons, referring to the troops. "They don't really spoil the

The message is clear. Bur-ma's military junta has been able to quell student protests without casualties to either demonstrators or the regime's much-heralded Visit Myanmar Year 1996".

Mainly because of a bloated defence budget and perks for army officers, the general's coffers are nearly empty of foreign currency and an all-out push to attract foreign visitors is providing them with some breathing space. Tourism revenue has increased 10fold over the past four years and at more than \$200m a year is the country's second largest legal source of foreiem exchange.

Spurred by traveliers, mostly from Japan and France, the number of arrivals has increased by 50 per

A foreign tourist takes a horse cart ride near Pagan, a site north of Rangoon famed for its pagodas and temples

four. The government is on track to reach its goal of 250,000 visitors during Visit Myanmar Year, which began in November.

"It's clearly the best year the country has ever had," says Mr Werner Senft, general manager of Diethelm

The success is relative. The goal should be reached only because the original target of 500,000 tourists was halved early in the year. And most of the publicity about Visit Myanmar Year Travel in Rangoon, who says has been inside the country recent unrest has not yet rather than outside, leading ing to improve its practices.

to a rash of overbuilding. which has destroyed some of the colonial splendor of downtown areas and forced a round of price cutting that has lowered the overall amount of revenue per tour-

If the demonstrations grew the [cancellations] would become a problem, says Col Khin Maung Latt. formerly a pilot in Burma's air force and now director hotels and tourism. "But so far we've been lucky."

Others haven't been. The United Nations, among others, has accused the regime of systematically employing forced labour and relocating entire villages in preparation for Visit Myanmar Year. The documented cases run from the horrific - the entire village of Pagan was moved and thousands of prisoners forced to clean the Mandalay moat - to the dictatorial pettiness of poor villagers being ordered to spend their last bit of cash to put a fresh coat of paint on their homes.

"Everyone in the main tourist areas has a story about being forced to do something. They don't like it but they need the money," says Mr Richard Strauss, an American traveller, concluding a two-week journey through Burma.

"I'd read about the military government but I've been waiting to come here for a long time and wanted to see for myself. If I'd known how bad things were I might have thought twice about coming," he says. The regime says it is sensitive to such criticism and is work-

nowadays very much. And when we do [use prisoners] they like it because they can stay outside, see their relareduce their sentences," says Col Khin Maung Latt. "For

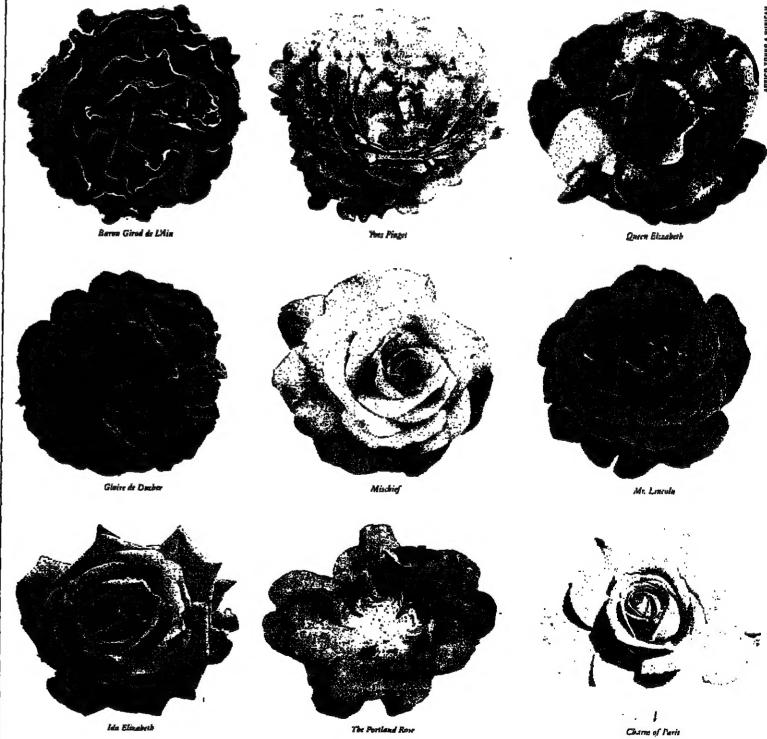
them working is much better than being in jail."
The claim that the presence of tourists is helping change the ways of the regime and providing income to local people is often used by the promoters of Burmese tourism to counter charges that tourism revenues are helping prop general of the ministry of up an authoritarian govern-

et the authorities themselves say foreign exchange, not change, is the main motivation for opening up to tourists and after three decades of isolation they are still wary about outside influ-

lronically, the ease with which tourist visas are now obtained makes it easier for journalists and human rights groups to visit the country and publicise its wrongdoings

This ambivalence of the authorities is felt immediately upon arrival at Rangoon's newly refurbished international airport. Numerous billboards welcoming visitors to "Myanmar: The Golden Land" and extolling the virtues of Visit Myanmar Year are mixed with other gigantic red and white signs announcing the "People's Desire".

"Oppose those relying on external elements, acting as stooges, holding negative views. Crush all internal and external destructive elements as the common enemy," reads the regime's



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#### NEWS: UK

Isle of Man ruling sees first overturning of chief law officer's immunity from judicial review

## Danes challenge island attorney-general

Legal Correspondent

Three Danish businessmen have won the right to challenge the them in order to assist the Danish tax authorities.

The island, between England and Man. Ireland, has its own assembly and Queen Elizabeth is head of state. Court last Friday, is the first time company files. the attorney-general's immunity

cessfully challenged.

The three businessmen are seeking a judicial review of a refusal by Mr John Kerruish, the attorneypowers of the Isle of Man attorney- general, to revoke an order made general in an attempt to seize con- in July 1994 allowing island police fidential documents belonging to to seize, on behalf of the Danish authorities, confidential files relating to their companies in the Isle of

The Danish tax authorities have law-making powers although been accused of misleading the Isle of Man government in order to The ruling, by the island's High gain access to these confidential

Mr Frank Fredrikson, Mr Henrik

the Danish police misled the island attorney into signing the search and seizure order on the basis that they were involved in a multimillion pound fraud against their

According to their lawyer, Mr John Conti, it subsequently transpired that the Danish police were acting on behalf of the Danish tax recover tax by means of a criminal investigation.

The three men, who say they had avoidance scheme involving the that the court had no power of granted by the court.

Vinten and Mr Jens Lassen claim liquidation of Danish companies, judicial review over the exercise of dispute liability for tax.

They argued that had the attorney-general known the true purpose of the Danish authorities' request, he would not have signed the order. Similar requests were rejected by the Swiss and UK

The men also want the attorneygeneral to demand the return of authorities in an attempt to the documents from the Danish authorities and an undertaking that no information obtained as a result of the seizure will be used

Sinn Féin chief calls for 'a sense of Christmas' amid Belfast tension

Adams appeals to NI gunmen

his discretion in respect of decisions taken in his official capacity. Granting the three men the right to seek a limited judicial review, the High Court said there was no absolute bar to it reviewing admin-

istrative or executive decisions of the Isla of Man attorney general. The attorney-general said imme-

diately he would appeal Mr Conti said his clients, who are still under investigation in Denmark, but have not yet been charged, would also consider appealing because of the taken part in a legitimate tax against them. Mr Kerruish argued limited nature of the review

#### JK NEWS DIGEST

## Cracks found in US warheads

The UK defence ministry may seek compensation from the Pentagon after finding dangerous cracks in the warheads of some Sidewinder air to air missiles. The missiles have been withdrawn from service on the Royal Navy aircraft carrier Invincible. The Sidewider is used by forces of

several countries including the US Air Force. Routine examination of some of invincible's warheads showed cracks in a batch of weapons made by Raytheon in the US between 1979 and 1981. These cracks could have led to premature detonation of the missile's warhead under the extreme conditions of launch, potentially threatening the safety of pilots.

#### AIRLINE TRAFFIC

#### Two control centres recommended

The Civil Aviation Authority has recommended to the government that the UK have two advanced air traffic control centres so that each can provide cover for the other in case of failure. The recommendation means that a new £200m (\$334m) air traffic control centre will be built at Prestwick in Scotland in spite of the CAA's previous reluctance to fund the project through the government's Private Finance Initiative. The initiative aims to encourage the private sector to fund capital projects previously financed by the government. The Prestwick centre will complement a publicly-funded £350m centre at Swanwick, in southern England, which is due to open at the end of

#### ■ INFORMATION TECHNOLOGY

#### Siemens in local government deal

Coventry City Council in the English Midlands is to transfer its information technology activities to a joint venture with Siemens Business Services. The deal, valued at more than £20m (\$33.4), is Siemens' biggest venture in UK local government. Siemens' national public sector clients already include the Home Office Immigration and Nation ality Directorate and the Welsh Office.

#### AIR AND RAIL TRAVEL

#### Strike threat in holiday period

Customs officers at London's Gatwick airport are to strike for 24 hours today, their trade unions said yesterday. More than 80 officers oppose the introduction of new working practices and their strike has been timed to coincide with one of the year's busiest periods. Union officials have been negotiating with management over rostering changes at the airport for 11 months. The Customs and Excise Department said the strike might cause disruption but anti-smuggling efforts would not be interrupted. "Local Customs managers will take necessary steps to ensure the normal operations of the airport and the free flow of passengers," it said.

 Train services in Scotland may be disrupted on December 31 by a 24-hour strike threatened by the Rail, Maritime and Transport union, the largest trade union for rail workers. The dispute is about disciplinary procedures against workers who took part in previous industrial action, ScotRail, the operator of Scottish trains, said it intended to run a "robust" service on December 31, but advised passengers to check its services before travelling.

## Liffe chooses City instead of **Canary Wharf**

The Corporation of London, the municipal authority for the City, yesterday scored an important victory in its battle to retain trading activities. It won a commitment from the London International Financial Futures and Options Exchange (Liffe) to stay in the City. The corporation said the move "reinforces the City's position as Europe's premier financial centre".

Liffe's choice of site at Spitalfields, on the northeastern corner of the City, follows a tense struggle between the corporation and Canary Wharf, in the Docklands district to the east of the City, to house the favour of Canary Wharf was exchange's new trading a blow to the City.

The importance that the corporation attached to winning is demonstrated by an unusual undertaking it has given to reacquire the Spitaifields site should Liffe decide not to proceed with the new building at any time before December 31, 2001. This gives Liffe valuable scope for second thoughts should market conbalance between floor and screen-based trading, lead it to review its current expan-

tion requirements. Mr Philip Willoughby. chairman of the corporation's land committee, said yesterday that he would recommend acceptance of the Liffe deal by the Court of Common Council, the term used for a full meeting of the corporation. "The City needs Liffe and Liffe needs

The location of Liffe's new trading floor is one of the most important decisions of the year in the competition between the City and Canary Wharf. A decision this year by Citibank, the US commercial bank, in

for ABN Amro, the Dutch bank, is in progress.

Mr Gerry Adams, president of Sinn Féin, yesterday appealed to members of all paramilitary groups in Northern Ireland to show

restraint. Sinn Féin is the sion plans and accommoda-

been left wide open for the the City," he said. last while."

Liffe has agreed to enter into exclusive negotiations with Spitalfields Developments - a consortium of BICC, Costain and SPP, the Swedish financial institution - for the acquisition of the site and its development. Spitalfields is a former fruit and vegetable market. Construction of a building

political wing of the Irish Republican Army. "I want to see all the armed groups showing restraint, and I want to see right across all sections of our people a sense of Christmas," he said. "Also I want to appeal to politicians right across the political spectrum to fill the vacuum that has been created and which has

Mr Adams was one of several figures on both sides of the political divide in Northern Ireland who tried yesterday to defuse tension after a weekend in which the region seemed to edge dangerously close to a resumption of all-out violence:

On Friday night a policeman was shot by the IRA in a hospital in Belfast, the Northern Ireland capital, as he guarded a senior antinationalist politician. On Sunday, a leading republican activist in the city escaped death when his car was

Although nobody has admitted responsibility for



Sir Patrick Mayhew, chief minister for Northern Ireland in the British government, meeting soldiers of the Royal Anglian Regiment at their base in Belfast yesterday

be the first tit-for-tat attack its private blessing to cross-party political groupists" since the Combined Loyalist Military Command declared a ceasefire in the wake of the IRA cessefire in August 1994.

Sir Patrick Mayhew, chief Ireland in the British government, yesterday urged loyalist paramilitaries not to return to "tit-for-tat" viclence. "I beg them not to go back to the kind of thing which they were doing in

the past," he said. The Clinton administrathat attack, it is thought to tion is thought to have given Europe of the Nations, a

Sinn Féin and a small group of Irish-American lobbyists who have previously helped broker an IRA ceasefire. The Ulster Unionist party, the biggest pro-British

minister for Northern party in Northern Ireland, yesterday announced a political alliance with Sir James Goldsmith in the European Parliament, but ruled out any prospect of co-operation in the House of Commons. Mr Jim Nicholson, the sole Ulster Unionist in the European Parliament, is to join

by anti-republican "loyal- renewed contacts between ing of MEPs under the leadership of Sir James, who represents a French district in the parliament.

Sir James, a billionaire businessman, founded the Referendum party last year to campaign for a referendum on Britain's future in the European Union. Senior Ulster Unionists said Mr Nicholson's move would not affect their party's independence in the House of Commons, where the Conservative government depends on the nine MPs to maintain a

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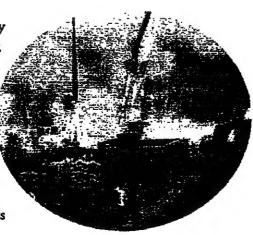
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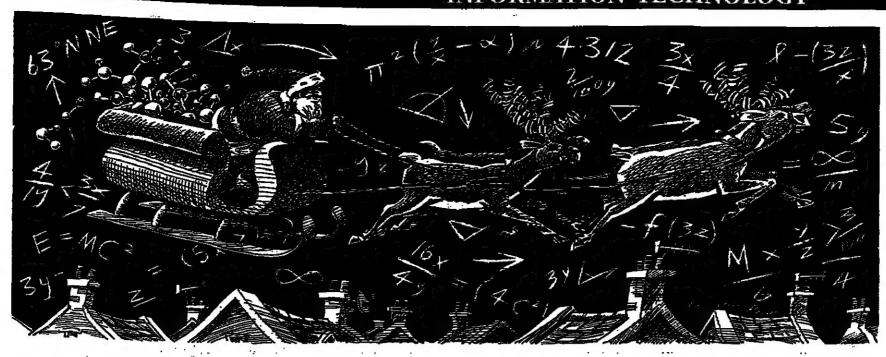
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Tom Mead explains how Father Christmas gets around the world in one night

## Santa's bells and whistles

plausibly the mysteries of miraculous Christmas logistics to your questioning kids? Parental omniscience no longer up to explaining Santa's abilities to the sceptical inner physicist gazing up at you from behind the trusting eyes of your child?

Pour the eggnog and fear not, for I'll explain how Santa manufactures all those presents. and delivers them all over the world, to the right children and places – in one night.

First, how can Santa travel to all the millions of houses apartments, huts, tents, igloos and yurts in so short a time? The answer is rotational acceleration and time dilation.

Today, Christmas Eve, the conditions are right for a confluence of earth's magnetic fields, the Van Allen radiation belt and earth's centre of rotation to produce a sympathetic harmonic vibration among the three. The result is a rapidly spinning, doughnut-shaped region of energy around the Arctic.

By repeatedly tapping into this source of energy, and by assuming some of its rotational spin for acceleration and a crack-the whip centrifugal effect, Santa and his sleigh can

approach the speed of light and take advantage of time dilation as predicted by Einstein. By doing this Santa Claus can take all the time he needs, and it seems, to all the rest of us, to be an instant; a mere flicker of time.

So how does he know where each child is, what they want, and whether they have been good or bad? Simple. Rach child's



voice is uniquely modulated energy in the form of sound, and individual, identifiable waveforms which can be received by a strategically placed multipoint, uniphase antennae

The antennae system's transceiver transmits a signal which is received and sorted by the network of satellites comprising the Global Positioning System. Thus, each child's wishes are identified, recorded and databased. · Their most recent spoken word waveform reveals a precise geographical point that is uniquely associated with that child until he or she utters another word at another place when the database is updated. Sophisticated

analogue-to-digital used throughout the year to collect data through the grid on a materials, delivery of the sheer square footage and tonnage of presents could not be accomplished with a sleigh built through any known terrestrial Thus are self-organising

nanoparticles and nanotechnology called upon to perform the tiny miracles of which they are capable. Actual

Researchers have produced a reindeer weight-to-volume proportion which gives the North Pole herd a slight positive buoyancy

day-to-day, goodness/badness quality control matrix and run it through a "But he did it"/"I'm sorry, I'll try harder" balance

This system also explains how a child can live all year at home, but Santa still knows that they are going to Grandma's for Christmas, and so can deliver the requested items to that location. But "deliver" may be a less precise word than "build" or

"grow". For even with advance in sleigh design, spurred by the metal-ceramic-compositu

sleigh payload is several tons of silicon chip-based micromachines configured as microfactories.

Each microfactory, so tiny it can rest on the head of a pin, is loaded with definition and execution code such that when activated, it can build, molecule by individual molecule collected from ice crystals, cookie crumbs and carbon-based soot particles. the toys and articles encoded for delivery at that GPS-defined geographic point.

But how do the reindeer fly augmented by selective breeding has been guided and exploited over hundreds of generations to develop a small herd of reindeer that have extremely porous

antlers, hooves, and most

particularly and importantly,

This structural morphology, a distinguishing characteristic of birds, has recently been augmented by gene splicing and bioengineering. Researchers have used these technologies to produce a reindeer weight-to-volume proportion which gives this herd a slight positive buoyancy and a disconcerting propensity to drift on wind currents.

It is for this reason that photographs almost always show them somehow tethered or weighted, either harnessed to a sleigh, weighted with harness gear, or with at least a heavy bell slung round their necks.

And that's how Santa uses cutting-edge technology to solve the world's most difficult manufacturing and distribution problem. So when your children ask you how Santa does it, you now have all the answers.

The writer tips his elf hat in acknowledgment of Larry Silverberg and his merry band at for inspiring this article.

#### Viewpoint • Charles Rossotti

## A spread of knowledge

A year ago many business people had not heard of intranets. Today 70 per cent of US based companies are either using an intranet or plan to build one, according to a recent sur

Are intranets just another way to spend money on the latest technology fad, or is there a solid case for the phenomenal interest in these corporate versions of the Internet? The answer depends on how the

the sharing of information.
Intranets use client/server and network technology created to connect people worldwide on the Internet. This World Wide Web technology provides easy-to-learn, almost universal access to multimedia information in a company. Building on networks that many companies have in place. intranets add the familiarity of the Web browser so employees can access documents, presentations, graphics and even video

whenever they need it.

But increased access to information is valuable only if it makes people more effective and productive. The key to achieving the most value for the least cost with this new technology is to improve the way "knowledge workers" - salespeople, engineers, budget analysts and consultants - share information when and where it is needed in modern, far-flung organisations.

Knowledge workers rely on information to perform their jobs. To work better, they need to access knowledge in other parts of their organisations, often in the heads or files of people with similar interests and expertise. Previously they might have used telephones, informal networks of people. meetings, shop talk in the cafeteria, fax machines, corporate libraries and e-mail. None of these offers the potential breadth and speed of access that can be achieved using an intranet.

The intranet should be

**BUSINESSES FOR SALE** 

have shared interests and expertise. Doing this effectively ing the relevant communities of people as in defining the net-

work and databases.

By forming communities of knowledge workers organisa-tions are instilling in their employees a sense of purpose and an obligation to contribute to the knowledge base in order to remain a member in good standing. Supported by an intranet, these communities create a framework for advancing the intellectual capital of an organisation.

Another benefit of knowledge communities is their capacity to help assimilate experienced managers and staff who are new to the company. Placing seasoned newcomers into a knowledge community encourages them to add their reservoir of expertise to the group's collective body of knowledge, hastening their ability to establish connections and develop credibility among their peers.

Keeping employees motivated to contribute to a company's knowledge base is a serious issue. Becoming a member of a knowledge community should be considered a sign of personal growth and an acknowledgment that a person has acquired considerable expertise in a particular discipline. This, in turn, can be considered when evaluating compensation or advancement. Companies with cultures that embrace teamwork will find it easier to create and maintain useful knowledge communities than those which do not.

Ultimately, the key to a successful intranet is the same as for the intelligent use of any technology. Organisations need to consider how intranets will improve specific business processes, but pay equal attention to the human aspects.

Charles O. Rossotti is chairma of American Management Systems, an international consultancy based in Fairfax, Vir-

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scraper conveyors plus associated bunkering systems principally but not exclusively for the extractive inclustries sector. A well established position exists in the market place, supported by the capability and expertise to draft proposals, design and manufacture complex conveying schemes. 'In house' manufacturing includes the steel labrication structures along with roller and idler assembles.

In addition, the company is also recognised as a supplier of high quality medium/heavy steel fabrications for a number of specialist applications and markets, Turnover c S6m+.

Virite to: Box 84949, Financial Times, One Southwark Bridge, London SE1 94L

**CONTRACTS & TENDERS** 

PUBLIC INVITATION TO TENDER

The Entwicklungsgesellschaft Wakistadt Wuensdorf/Zeinensdorf mbH (EWZ) intends to provide street lighting within the Wakistadt/Wuensdorf conversion

Bidders are requested to send their documents containing the technical data and the design of the lamps to the above address.

he Waldstack Municipality will be requested during the second s cedure to submit their bids under a limited invitation to tender.

The EWZ expressly reserves the right to award the contract to several companies or to completely waive the limited invitation to tender in the event

Name, address, phone, telegraph, telex and fax No. of the tenderse

Entwicklungsgesellschaft
Waldstadt Wassadorf Zehrensdorf mbH (EWZ)
Am Bahnhof, 15838 Wassadorf
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Limited invitation to tender following a Europe-wide public invitation to

Delicty contract under VOL (Standard Official Contracting Terms for Services)

Municipality 15838 Waldstadt, Land Brandenburg, Rural District, Teltow-Flacming

Length of road network appr. 6,900 m collector roads, appr. 6,500 m access

PERSONAL

CHRIST DIED TO SAVE

YOU FROM YOUR SINS

AND TO GIVE YOU ABUNDANT LIFE.

Type of order which is the subject of the award;

For this reason, a Europe-wide invitation to tender is insued for the

Bidders whose models meet the expectations of the Entwicklungsges and of the Waldstadt Monicipality will be requested during the second

#### COMUNE DI ROMA **EXTENSION OF DEADLINE** FOR PUBLIC ANNOUNCEMENT

Bioparco S.p.A. - new zoo in Rome

The deadline for the presentation of requests relative to the Public Announcement for partners for Bioparco S.p.A. - new zoo in Rome - has been extended from 15th December 1996 until 31st December 1996.

The applications and relative documentation, sent to Dipartimento alle Politiche Culturali - Piazza Campitelli, 7 - 00186 Roma - Italy Tel +39/6/6782996 - 6783175

Rome, 13th December 1996

Fax +39/6/6793782, must arrive by 2 pm on 31st December 1996.

The Mayor

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The Joint Administrative Receivers offer for sale the business and assets of Dunn & Co:

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- well established product range
- well known brand name

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Please contact the Joint Administrative Receiver, Paul Jeffery at KPMG, Aquis Court, 31 Fishpool Street, St Albans, Herts AL3 4RF. Tel: 01727 733000. Fax: 01727 733005.

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The Joint Administrative Receivers offer for sale the 'Corporate Clothing' division of Dunn & Co. Principal features are:

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**KPMG Corporate Recovery** 

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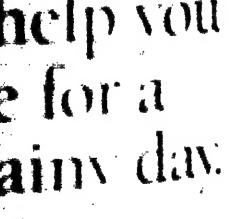
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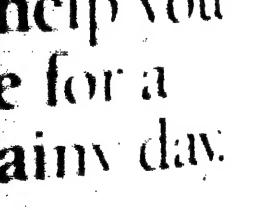
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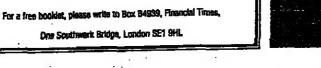


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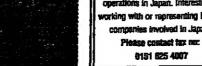
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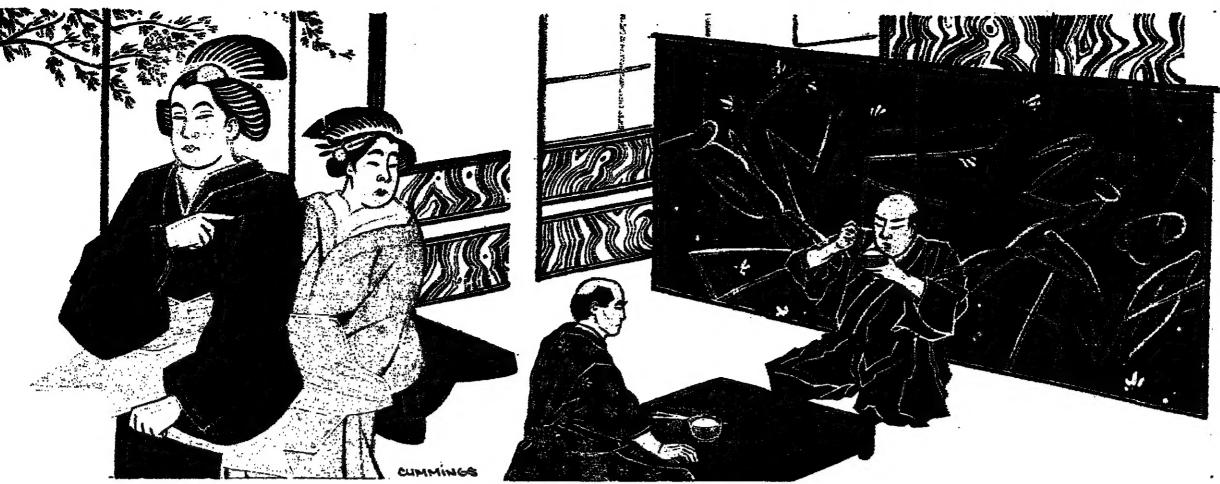












## Collateral Damage

CHAPTER THREE

ear the top of a central Tokyo skyscraper is a floor not numbered on the lift panel. At the end of its single dimly lit corridor is an unmarked door. Behind that door is another world a restaurant which offers no menu and accepts no credit cards but provides entertainments that no ordinary salaryman will ever enjoy. In the centre of the main

room, a young geisha was mimicking a tentative wading movement, the hem of her kimono held high above the knee

"Crossing the river," she sang in a high quavering voice. "And deeper gets the

"Soral" came the accomp nying cry of the older geisha sitting behind her.

Watching from a low table was a man known for over of them. "This is the reason had suddenly been recalled half a century as the Praying for the actions that you are from London to Tokyo. Mantis. Originally an allu-so concerned about - to This was big enough news sion to his tall stooping fig- demonstrate sincerity to our ure, over the years this nick- new friends." The Bear had name had acquired a moved to the main point of secondary relevance - to his the discussion with his usual highly efficient method of clumsy haste. dealing with political rivals.

The geisha was as fine as she should be, given her pedigree. In 1938 the Mantis had celebrated his entry into the Ministry of the Interior by initiating the career of her grandmother. On winning of experiment. After that we his first cabinet appointment 25 years later, he had been presented by his factionleader with the mother. Four years ago the geisha-house had offered him this girl's debut too, mostly as a courtesy. After consultation with his doctor, he had regretfully declined.

"Sora, sora!" The older geisha's fingers scurried over the strings of the cat-skin banjo. The kimono rose even

bigher. Eves fixed on the dance the Mantis dipped his chopsticks into a tangle of glossy black seaweed. Sitting cross-legged on a cushion on the other side of the table was a barrel-chested, bushybrowed man who seemed to be enjoying the dance rather less. He was known to friends, of whom there were many, and enemies, of whom the women. there were even more, as the

After graduating five years later than the Mantis, the Bear had spent the last years of the war in Manchukuo. Japan's puppet state in China. The lessons he learnt there as an economic planner for the military government were to prove invaluable in his later career, first at the ministry of international trade, then as "senior consultant" to a number of major companies.

Finally the dry twang of the banjo faded, and the geisha's silk socks padded across the tatami to the sliding door.

"You are truly a man who can read the wind," said the Bear. "The results of this last election show that

clearly." The Mantis nodded modestly. He had carefully designed the new electoral system for the benefit of his faction, which had consequently won far more seats

than expected. "Politics must be founded on sincere human relations. All else melts away like ice cream after the summer festival," said the Mantis.

A mystery in five parts by thriller writer Peter Tasker. The story so far: Charlie has discovered that Piers Montagu, Berwick Brothers' star investment manager, whose charred

body was found in his country home, had attempted to control the world aluminium market. The clues are starting to point east.

Peter Tasker, Japan strategist for Dresdner Kleinwort Benson, is author of Silent Thunder and **Buddha Kiss. Collateral Damage** continues on Friday and Saturday. If you enter our competition you could play a part in the final chapter.

national affairs," said the Metals Trading Department Bear, pouring sake for both

The Mantis loosened his kimono, revealing a sunken chest as dark and mottled as an old tea-box. "And how far have these actions of yours

gone?" he asked. "The first stage is a kind will act on a much larger scale. As you know, this has

been my dream since I was a young man." "Ah," breathed the Mantis. the sound communicating an entire spectrum of finely

graded meaning. "China is a tiger," went on the Bear. "As Confucius said, either you ride the tiger or it will consume you." "But should Japan feed the tiger cub? There are

many risks, I think." The Bear's chopsticks closed around a chunk of bean-curd, lightly sprinkled with gold-dust. "Appropriate steps have been taken. Our actions will leave no traces." From his tone it was clear that the subject was closed. Frowning slightly, the Mantis clapped his leathery old hands and called out for

Collateral Damage will end with an epigram

written by Peter Tasker. Pit your wit against

that of the author by bettering his final line,

which will be an old style saying with a bit

When the year grows cold, we know the

pine and the cypress are the last to fade:

'It never troubles the wolf how many the

'It is the wisdom of rats, that they will be

sure to leave a house somewhat before it

Tax is not a burden to the wise man - he

. Piers Montagu

What we want is an old-style epigram with

needs to have wit and to reflect the splrit of

Collateral Damage. We are asking you to

chapter, and will award extra points to the

a modern commercial flavour, along the

lines of the Montagu example above. It

submit your entries ahead of the final

into thin air. Or to put it sharp drop last month,

The Last Word

of a twist. For example:

has a clever accountant'

sheep be'

"The same is true of inter- another way, the chief of the at Mitsukawa Corporation

> to roil the markets. metals weakened yesterday when the LMC was hit by rumours that influential trader Ichiro Sawaguchi had been removed from his position. A spokeswoman for Mitsukawa Corporation described the return of the charismatic Sawaguchi to Tokyo as 'routine'.

> Reuters - "Prices recovered in Chicago on bullish comments from the Association of World Metal Users,

> > 'Wouldn't vou be on edge if you were having a smouldering liaison with somebody at work?'

which expects a new wave of Chinese demand to keep prices buoyant through 1997. Traders were also heartened by reports that Ichiro Sawaguchi, known as the 'ninja', will soon be resuming his responsibilities from Mitsukawa's Tokyo office."

Bloomberg – "Base metal inventories showed another

The Competition

Confucius

Francis Bacon

. Virgil

This, together with the iminent return to the front line of 'Ninja' Sawaguchi, should propel prices higher, according to analysts."

All this and more Charlie body at work?" absorbed from newspaper. screen, and ticker-tape. She did some extra research of her own, using the Internet. Mitsukawa, she discov-

ered, was an enormous enterprise, with revenues bigger than the GNP of Spain. Founded by a Buddhist priest in the 16th century, it was now the core of the Mitsukawa empire, a zaibatsu group of more than 200 companies. Hardly a day went by without one of them hitting the headlines. Just yesterday, for example, Mitsukawa Heavy Industries had been awarded a huge steelworks contract in Guangdong, to be financed by Mitsukawa Bank.

Searching for keyword combinations, Charlie found some intriguing correspondences. For example, the chairman of the Association Metal News - "The major of World Metal Users, the organisation responsible for the hullish forecasts of Chinese demand, was the president of a company called Mitsukawa Materials.

And a company called Mitsukawa Warehouse operated facilities in Singapore, Long Beach, and Panama that were used by metal traders to store inventories.

Natasha was gazing at the screen over Charlie's shoulder. Charlie swivelled round to face her. "Did Piers ever mention the name of this company?" she asked Natasha's large grey-green

eyes grew thoughtful. "I don't think - yes, wait a moment. There was a silly thing once. Mitsukawa make laptops, don't they?" They make everything."

"I remember Piers borrowed one from somewhere. He made this odd joke. He said that if it was Mitsukawa, there was probably a bug inside. He repeated it several times."

It wasn't unusual for Piers Montagu to keep repeating a joke, especially a silly one. But this time, thought Charlie, there might have been a reason. "You said that Piers was behaving perfectly nor-mally before he died. You didn't notice that he seemed on edge when you went out together?

Natasha shook her head.

The five tunniest, original entries will

receive an FT hamper hand-picked by its

specialists: bottles of red and white wine

chosen by Jancis Robinson, the FT's wine

writer, the fiction and non-fiction books of

the year, as judged by Annalena McAfee,

literary editor: a classical and a popular CD

selected by our music writers; and a couple

of good taste goodies chosen by Lucia van

Send your entries by electronic mall to

between 11am (GMT) and 11pm on Friday

Terms and Consistions
This competition is open to FT readers aged 18 years and over. Entries must be artiristed to one of the above addresses by telephone. Fax or modern, and must be received by 11 pm (GMT) on Friday December 27 1996. The winning entries, as adiabled by an independent panel of fudges will be published in the FT on Monday December 30 1998. The decision of the Judges in final and no correspondence will be entered into, All prizes will be dispatched to winness within 28 days. There is no cash alternative. Conviolit in all entries will be the

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How to enter

December 27....

was out with me, he was introduced as the senior he stood there for minutes, always on edge. Wouldn't you be on edge if you were having a smouldering extra-conjugal liaison with some-

"Possibly," said Charlie, turning back to the computer. "Smouldering extraconjugal liaison" - where on earth did she get these expressions from?

If Natasha couldn't confirm her suspicions of foul play, maybe someone else could. Charlie left the office in the early afternoon and took

the train from Liverpool Street. It was already dark by the time she arrived at the village where Piers had bought his converted windmill. She glimpsed it from the window, strangely naked without the sails, a satellite dish on from the roof.

Charlie quickly found the pub where Piers had spent the last evening of his life. Fortunately, it was nearly lordly gardener, turning empty, and the landlord was in loquacious form, "Terrible business, terrible. If the poor bloke hadn't come here and got tanked up, it might never have happened, am I

"You certainly are," said Charlie. "And he was supposed to have stopped drinking too."

The landlord leaned forward, tattooed forearms on the bar. "He'd been on the wagon for weeks, nothing but Coca-Cola and crisps. Then suddenly in he comes and starts knocking back whisky chasers like nobody's business. Stood his round four or five times that night,

"Was that unusual?" "Not to speak ill of the dead, it was a bloody miracle. He was as tight as a page of the FT." sparrow's arse, that bloke. When I heard how much he was earning, you could have knocked me over with a feather."

Charlie nodded and took a sip from her glass of mulled wine. "And he didn't seem at all nervous that night, did he? Upset or depressed or anything like that?"

Well, he got upset once, alright. There's this Chinese bloke working in the takeaway. He came in to get come ciggies, and your mate Piers almost floored him. Strange that for a bloke who's got Oriental colleagues in his place of work. Still, he was well pissed by that time." "Oriental colleagues," said

tell you that?" "He didn't have to - I heard it direct. Just a couple of days before, three blokes came to the village looking for him. Colleagues, they

said they was, and they had

a message for him."

Charlie, puzzled. "Did Plers

"Three blokes? What, you mean Japanese?" "Japanese, Chinese, Koreans - same difference , isn't it? Anyway I wonder if he ever got that message." Charlie gulped down the

pretty sure he did," she said. 

last mouthful of wine. "I'm

First thing on Monday morning Denis Moore called Charlie to a crisis meeting in the Later in the morning, the boardroom. There were two other people present - the last representative of the founding family and a dome-

partner of a firm of soliciphone conversation. tors. It wasn't one of the large City outfits that the bank usually used, but a smaller West End firm. Probably, Charlie guessed, one used by the Berwick family

Moore, after ushering her to a seat. "What about these "Really?" said Charlie, her aluminium positions? Can we get out alive or not?" "Can't be sure without the details," said Charlie. "But Piers' timing seems to have been awful. We're almost

certainly underwater.' "Disaster," grouned Moore. "Highly unfortunate," murmured the lordly gardener. He was standing at the window, apparently absorbed in the view of

for its private affairs.

"So tell us, Charlie," said

Tower Bridge. The lawyer nodded sympathetically. "In that case, you'd all better start thinking about damage control

right away." "Meaning what?" said the round to face them.

"Meaning that if the worst comes to the worst, all relevant internal records will be seized by the authorities memos, tapes of phone-calls, the lot. Anything juicy will probably end up on the front

'I was wondering about the implications if it were found the deceased was murdered?

"So what do you suggest?" "Only that no compromising materials should be found," said the lawyer, rather archly. "Remember that we are in the fortunate position of having someone to take full responsibility for this whole mess. That person is of course the deceased. Now who was charged with supervising his activities on a day-to-day

"Me," said Moore hoarsely. The lawyer nodded, his bald head gleaming in the sunlight "Then I suggest that you personally assemble the relevant information for the attention of the authorities. It will be so much more convenient that way. Now are there any other questions on this

"I have one," said Charlie, raising a hand. "It's rather theoretical, if that's alright." "Go on."

"I was wondering what might be the implications for damage control if it were found that the deceased had been murdered?" Denis Moore winced visi-

bly. The lordly gardener raised an eyebrow. The dome-headed lawyer pursed his lips. "Complex." he said. "But probably not favourable."

lordly gardener appeared at Charlie's desk, just as she was closing out a short posi-

listening abstractedly to the "Something's come up," he

said when Charlie took off her headphones. "A chap I know had a word with another chap. He managed to get hold of the name behind that Liechtenstein trust."

excitement rising. "How did he manage that?" "This other chap is awfully clever, apparently. Does a bit of computer work ing a very substantial invest-

for the government, that sort of thing." "I see," said Charlie, not

seeing at all. "Anyway the name we want is Foo Sheh Finance. I'm told that means Lucky Snake in Cantonese. You don't happen to know any-

thing about it, do you?" "Not yet," said Charlie. "But I soon will." The simplest way was to ask the top China-watcher in the City, Gilbert Chang at

Kestrel Securities. But Gilbert didn't want to talk. He From the office Charlie went was busy trying to sell a portion of the Dragon's Head in the East End. He was development in Shanghai. "This is a very profitable deal. Charlie," he said.

We're talking about more high-quality office floorspace than exists in the whole of Holland." "I've got an even more

profitable deal for you," said Charlie in her most dulcet of tones. "There's some private research I need. It won't take you more than a day, and it'll get you 100 per cent of our Asian business for the next three months. All personally credited to you." That was the kind of lan-

guage that Gilbert understood. His prospective bonus had suddenly fattened.

Late in the afternoon a slim envelope arrived by courier from Kestrel Securities. It contained just three pages of typescript, setting out the answers to Charlie's questions.

Lucky Snake, she learned, was a property and entertainment group owned by the Wu family. Until the mid 1980s, it had been small potatoes, owning a few floating casinos that operated in Macao waters.

However, over the past five years it had expanded rapidly, investing in large infrastructure projects in the People's Republic and buying stakes in many of the old "Hong" companies. Alexander Wu was devel-

oping political ambitions, and was a member of the Beijing-appointed Hong Kong affairs committee which had been such a thorn in Chris Patten's side.

At the bottom of the last page, Gilbert had written Call if you need more."

Charlie needed more. She needed to know how the Wu family had risen so fast. And she fancied that Gilbert with a bullish smirk, who knew the answer, but wasn't said life was fair? prepared to put it on paper. "You're right, there," he

chuckled down the phone "After all, I've got my relatives in Hong Kong to think "it's that serious?"

"Who knows? Anyway, there's no harm in being careful. The Wu family are closely related to a certain faction in the People's Red Army. This is big stuff, Charlie, These guys control tion on Metallgesellschaft. It pirate CD and video plants headed man who Charlie was unusual for him to enter all over southern China.

according to official sources. smiling. "Charlie, when be had not met before. He was the dealing room at all, but They have the best equipment money can buy, as good as EMI or Sony. They can even forge the encryption on Microsoft stuff."

Charite made the decision quickly, as usual. "Gilbert, you've done a great job. To prove what a star you are, I've got another big favour to ask. I'd like to visit Lucky Snake as soon as possible." "Visit them! What on

earth for?" "A couple of Wu's companies are listed, aren't they? Let's just say I'm considerment into his operations."

Gilbert gave a little laugh of estonishment. "You want to put money into the Lucky Snake Group?"

"That's right. I promised you three months of our Asian business, didn't I? Arrange this for me, and it'll be six months." "Yes, ma'am," said Gilbert Chang with unalloyed fer-

straight to Amos's workshop working on his own when Charlie entered, bending down to chip away at a large block of carrara marble. He was wearing jeans and a black T-shirt, just as when they met for the first time two years ago.

"Hello, Amos," said Charlie. "How are you getting on?" He turned round, wiping the sweat from his brow with a wiry forearm. Charlie bent forward and kissed him on the cheek.

"What are you doing at this time of day?" he said sbyly.

"I'm on my way to the airport. I've got to go to Hong Kong." "Hong Kong? You are a

busy lady these days." Charlie could tell from his smile that something was wrong. "Bad news. Amos?" "I suppose so. It's that gallery I told you about. The one that was going to exhibit my work next year."

'Was going to? You mean, they changed their mind." Amos shook his head. "The place is going to have to shut down. Apparently the Arts Council is cutting funding to all 'non-core facilities'. There's been what they call an overspend."

He was still smiling, but Charlie felt like crying. Amos visited quarries all over Europe to get exactly the right kind of stone, then he spent months and months on each work, patiently carying and chipping away. Meanwhile talentless charlatans were lauded for exhibiting pickled sheep or piles of old shoes. And now the chance that poor Amos had toiled years for had been

torn from his grasp. Still, as Piers Montagu would no doubt have said

#### ... TO BE CONTINUED

On Friday: Charlie ends up in the arms of a clown. Don't miss Collateral Damage on Friday and Saturday

All characters and companies in

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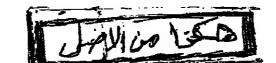
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## The comic Shorty with a taste for tall stories

#### Danny DeVito talks to Nigel Andrews

ping form. Each question I ask prompts what seems a free audiobook read aloud from his mind. For extra emphasis he will jump up, his Humpty Dumpty head gleaming, his eyebrows all-butwhirring and his arms waving about as if he is screen-testing for Laocoon The Movie.

There is an important rule: Never ask DeVito a casual question. A minor inquiry about holidays produces "I'm takin' the kids to Switzerland they'll love it - you ski? - you know they got these great boots ... " Three min-

utes on skiing. A question about his childhood in Asbury Park, New Jersey. "Oh - lemme tell you - there's a history there - it use-da be a little gem you stopped halfway from New York to Atlantic City down this rocky coast ... " Five minutes on the history, social and touristic, of Asbury Park.

With only an hour at my disposal I set a mental target: make him start talking about cinema before 20 minutes are up.

He proves quick and willing to talk about Matilda, the new film he has directed, produced, narrated and starred in. As well as that he chased Liccy Dahl, Roald's literary estate manager, all over England begging her to let him make the film. Why so passionate about this cautionary

comic tale for youngsters? Another jawbreaking reply.
"Great empowerment going on with the kiddoes" DeVito orates, describing the impact on his own children of Dahl's story of a little girl defying overbearing teachers and parents. "Take the little darlings out on a limb and put a

anny DeVito, sitthey fall," he poetises, though I I could do that." So he enrolled
am not sure if he is talking about
ter Hotel, is in ripthe characters, the audience or (I New York, then took a plane to

I liked DeVito more than time when giving answers he enjoys is a prize beyond price. Most famous film folk dispense fastidiously manicured soundbites, sometimes lifeless with dějá parlé, whatever they are

I stood on one guy's desk and said, 'This is violent? You're doing Cliffhanger! I went ballistic.

That DeVito himself became famous is, of course, one of the great accidents of nature. Born to second-generation Italian immigrants - one grandfather was a tailor, the other a shoemaker he grew up in New Jersey. Or rather he did not grow up. Vertical expansion stopped at 13. This explains the almost spherical five-foot stature, topped by a smouldering phiz, which gives the impression of an oversized cartoon bomb.

Anyone can dream, though. DeVito ogled the stars on the movie screen whenever his older sisters made a feint at babysitting him by plonking him on an aisle seat, with a bag of popcorn, while they "hung out with

"My friends were John Wayne. Errol Flynn and the Marx Brothers," He wanted to do what those people did up on screen. "It looked simple. It looked liked walking around and talking. I felt

trust not) his own three off- Hollywood to try out for the lead role in In Cold Blood.

"I knew nothing about Los almost any star I have met. An Angeles. At the airport I got a actor who does not care about bus and said, "Take me downtown.' When I got there, it was if a neutron bomb had dropped. Nobody was there! It was like one of those classic scenes with the newspapers blowing in the

> Anyone who knows L.A. will see the hilarity in this: the one place you never go expecting to find life is downtown.

"So I go up to some guy 'n say, Where d'they make movies?" 'In Hollywood, over there!' he says, waving his hands. So I get another bus and spend a year and half in Hollywood parking

In Cold Blood had gone to another actor called Robert Blake. (Where is he now?) So DeVito's Tinseltown apprenticeship consisted of valet-parking Cadillacs and janitoring tall buildings - "I read a lot of books". But the next time he flew in it was to steal several scenes as a lunatic in the film One Flew Over The Cuckoo's Nest, Then after a long-running TV sitcom, Taxi, he was born mewling and snarling into movie villainy in comic-strip romps like Romancing The Stone, Ruthless People and Batman Returns.

These defined the DeVito we know. He is the manic salesman who puts not just his foot in the door but his whole body. He is the human proton forever bornbarding passing neutrons. He is the Hollywood chef who takes ham acting and bakes it to a higher temperature, so that it is too hot even to touch with criti-

Danny DeVito: when he tired of comic sleazeballs he turned to directing, and then producing DeVito encourages these deliriums of metaphor. He encourages almost any delirium. "Those

ARTS

You look at Olivier in that movie and when he does those asides to the camera you go (slurpy tongue-licking noise). It's the cat's pajamas! Who you gonna play - that guy or the guy on the horse who's going after the damge[?" When he tired of comic-book sleazeballs DeVito turned out subtler and more developed sie-

characters were so colourful,

those villains!" he emotes. "I love

these Richard III-type bad guys.

azeballs, like those in Tin Men and Twins. He even played a nice person once or twice, but no one remembers (Jack The Bear. Renaissance Man). More interestingly, he moved

beyond acting altogether. He started with directing: Throw Momma From The Train, the juicily funny The War Of The Roses. the ambitious but ponderous

Then as a producer he founded his own company Jersey Films, which became a Hollywood pacesetter with tangy originals like Reality Bites, Get Shorty and, most immortally, Pulp Fiction. "I wanted to embrace film-mak-

ers who have a passion for their work and are trying to get that work on screen in the way they want. Hollywood is enslaved to previews. They'll show a film and if audiences don't like it they'll change it. It's horrifying. We all have financial responsibility, but it can get out of hand."

ulp Fiction took Jersey seemed the least likely project to do so. "Quentin (Taran- DeVito a question about acting tino) was an unknown filmmaker when he came to see me. He had written Reservoir Dogs but hadn't finished shooting it. He came into my office, talked faster than I do - he leaves Scorsese in the dust - and said he had this movie in his head about fireball goes all coy and intertwining tales."

Once DeVito had the script, he scorched through Hollywood had power breakfasts, power that scene because acting's so started another story . . .

lunches, power elevenses. And he had yelling matches with executives who said it was too violent. "I stood on one guy's desk and private thing, acting." said, 'This is violent? You're producing Cliffhanger!' I went

Finally he shook hands with Miramax, a deal that later produced the incomparable joke of a blood-spattered gangster opera being released in Britain as a Disney movie. (Disney had taken Miramax under its wing.)

We rattle on through stories Films into the big about Pulp and Get Shorty and at league, although it one point I try to turn the conversation reflective by asking craft. That "look," at once deadpan and magisterially menacing. that he practised on Travolta in the mock acting masterclass that the two conduct in Shorty - how had he conjured it? For the first time the human

tongue-tied. "Different methods...sometimes you get a mask...find things in your you contaminate it. It's a very

The conversation falters as if I have asked about a dying relative. Then the mood is rescued by a Columbia publicist peering round the door to mime happily

"Two minutes, please!" I ask one tiny last question about my favourite performance of his, as the go-getting aluminium salesman in *Tin Men*. With DeVito, though, I still haven't learned, there is no tiny question. All bashfulness forgotten, he charges off again.

The story is long and funny all about the pre-film psyching match he played with co-star Richard Dreyfuss to ensure Drey fuss was properly riled up for the opening car-collision quarrel and the steam issuing under the door of the Dorchester suite is that of the Columbia PR folk. Their interview schedule is suffering what is undoubtedly a famous occurrence throughout looking for studio finance. He past...It's hard to talk about the world: Danny DeVito has

#### Panto/Sarah Hemming

## Plenty of swash and buckle

nyone concerned about the health of the Christmas show might like to compare and contrast two of the Beauty and the Beasts on offer this year, both of which give a most encouraging prognosis. At the Young Vic, Laurence Boswell's play is world's away from panto - a highly imaginative and original piece of theatre: at the Theatre Royal Stratford East, David Cregan's version takes traditional pantomime elements and works them into a charming show. Neither patronises its audience and both, in different ways, offer children a wonderful introduction to the power

of live theatre. The Stratford East show does not have the magical simplicity of the Young Vic's in-the-round production, but it still bursts with theatricality. And it manages to be a pantomime without any of the sloppiness that can dog the genre. It is concise and jaunty, it has a whiff of melodrama about it, and holds the audience's attention without resorting to soap stars, sports personalities or even Gladiators.

Philip Hedley directs with plenty of swash and buckle and a pleasing level of audience involvement. There is a fine baddie: Yvonne Edgell plays the

hristmas Eve's

prince for refusing to become husband number 278, as a ginswigging, raucous bundle of black and red finery. She looks like Lulu after a nasty experience at the hairdressers and behaves with splendid bad manners. threatening to transform the whole audience into beasts with the aid of poisoned sweets, ice cream and buckets of goo. Her opponents, meanwhile, are a tweedy fairy and her well-meaning apprentice, Snowdrop.

avina Perera as Beauty is a sweet and serious hernine hair in bunches, bretty as a picture in her leg-of-mutton alceves, while her ruined father (a delightfully befuddled Jim McManus) and selfish, crinolined sisters look like a family straight out of Dickens. There is a quasi-Dame figure, courtesy of Michael Reltenshaw as the bossy housekeeper - a bit of a weak link, since be could do with funnier lines, though he does have a nice cod Victorian ballad about Beauty's heroism, "Though Dead. She Kept Her Word".

This season's award for heroism must surely go to Joseph Noble as the Prince-cum-Beast, who not only pulls off the difficuit feat of appearing scary when



Whiff of melodrama: Joseph Noble as King Tom

even trickier territory of having silk flares and platforms that Gary Glitter would die for. He even manages to croon his way witch, who casts a spell on the kitted out to look like the teddy retain some dignity, no mean 0310).

who went through the wash by achievement given the merciless mistake, but also negotiates the jeers of his ten-year-old critics. The production could certainly to appear handsome in a set of afford to be funnier, but on most other fronts it scores well.

At the Theatre Royal, London through a gooey love song and E15 to January 25 (0181 534

#### Ballet/Clement Crisp

## Ashton's 'Cinderella'

Kirov, English National and City Ballet of London troupes all pitching for Christmas trade. It could be said - if ballet meant the most predictable offerings, which is to say a pair each of Nutcrackers and Cinderellas. On any other terms the city is starvation corner for choreography, with only Ashton's Cinderella at Covent Garden providing real

The joys of Ashton's Cinderelia, which I watched on Wednesday night with delight undiminished after nearly 40 years, are plain to see. Here are classical dances beautifully shaped, marvellously set into the score (finest jewels in finest gold), and performed with a loving affection. The Ashton style, so nuanced and sophisticated in means, is sometimes at a premium at Covent Garden, but I salute this cast - led by Miyako Yoshida, making her debut as Cinderella for the grace and sensibility with

which each solo and ensemble was played. I salute also Alexander Vedernikov's account of the music. Making his Opera House debut, he was a fine advocate for the lyricism and rhythmic verve of this best of Prokofiev's ballet-

When once we watched Cindertempers and temperaments of solos in the kitchen she reveals a evening.

t could be said that London
Igy Sisters Helpmann and Ashdelicate humour, and at the ball
is crammed with ballet at
ton. No-one since has made anythe moment, with the Royal,
thing of roles which are now qualities of happy virtuosity. unplayable, and Ashley Page (as Helpmann) and lain Webb (startlingly like Ashton in look) laboured hard but with few rewards, though Webb's sweet innocence is right for his shy old duck. Looking round these characters, though, has helped us see the true power of the ballet. which lies in the profusion and splendour of its classical ensemoles. Each variation, each group dance - the stars' entry in the first act a marvel of craft - is to be treasured. How mysterious the contrast between the courtiers' evolutions at the ball and the reiterated circle patterns of stars and of Cinderella's great solo presaging the movement of time itself which haunts the action. The effect may be subliminal, but the message is there, and we

erformances were admirable. The season fairies - Sarah Wildor (her arms a ravishment as Spring): Gillian Revie; Belinda Hatley, Zenaida Yanowsky were as good as any in recent years, and Muriel Valtat was a also has dreadful trouble with a radiant Godmother. I do not wig, which is like nothing so think I have seen Miyako Yoshida better in any of her Opera House performances. She enters ella, it was to be caught up in the the role quietly, but with the tion. Blissful. All in all, a grand

lightness, a true sense of choreographic structure. The big solo, with its gathering emotional and physical momentum, was done with unerring speed and clarity. It has not looked so brilliant for many years. Bruce Sansom was charm and courtesy personified, an ideal prince. And Tetsuva Kumakawa produced sun-bursts of dance as the Jester. Never were such pirouettes, such complex and impeccable beaten steps: it is bravura dancing of the high-

he best comedy of the evening came from the unexpected quarter of the Napoleonic partner for Jain Webb's Ugly Sister at the ball. Peter Abegglen is a handsome and gifted young dancer. He here transformed himself into something very like a sex-crazed turbot. Sagging at the knees with apparent lust, he made huge fun out of a mishan when he somehow acquired an Ugly Sister's necklace. To see him trying to secrete diamonds about his exiguous jacket was very funny. He much as a small squashed forest creature, whose front and back are constantly called into ques

#### Television/Christopher Dunkley

## For the three days of Christmas

schedules are strong on music and animation and long on old movies, but even the biggest fans of the medium could hardly argue that this is a great day for television. The four terrestrial channels (BBC1 and 2, ITV and Channel 4) are showing 60 movies between them over the three days of Christmas, plus a number of "TV movies" which means American

.

If you have a real passion for old movies, it is possible today to plot a path through the schedules taking in nothing else. starting well before dawn on BBC2 (Barbara Stanwyck in Christmas In Connecticut at 7.05 am) and continuing until 2.55 tomorrow morning (when The Producers, origin of the breathtaking "Springtime For Hitler" number, ends, also on BBC2) with only two breaks. And that is without any recourse to cable or satellite offerings.

Among the many animated cartoons today, two stand out chiefly because they are brand new and British. The Adventures Of Toad (2.00 pm Channel 4) is another spin-off from The Wind In The Willows, which uses the voices of Richard Briers, Hugh Laurie and the late Paul Eddington; and Famous Fred (6.10, also Channel 4) a

television version of the charming cartoon book, simply called "Fred", by Posy Apart from the Queen's Speech (which can be heard at other

times elsewhere) as usual on Christmas Day all the things you want to catch are on at the same times. The 20 minutes between 3.00 pm and 3.20 see the start of five programmes which will be among the main choices for many people. Channel 4 continues its tradition of offering The Alternative Christmas Message (previously provided by Quentin Crisp, Jesse Jackson and Brigitte Bardot) delivered this year by Princess

Di . . . well, Rory Bremner's impression, anyway. Those who have been watching Bremner's Channel 4 series this season will find this 10-minute squib difficult to resist.

At 3.10 ITV screens its new two-hour costume drama version of E. Nesbit's children's story, The Treasure Seekers. This should be splendid entertainment if the rest of the

production lives up to the cast list, which reads like an Equity hall of fame: Ian Richardson, Donald Sinden, Patsy Byrne, John Sessions, Nicholas Farrell. James Wilby, Gina McKee, Nigel Davenport and more. Also at 3.10 BBC2 begins Casablanca, greatest cult movie of them all with Humphrey Bogart trying hard to resist Ingrid Bergman in wartime North Africa. The great thing is, this one fully deserves

Repeated on the radio, for those who missed it yesterday, is A Festival Of Nine Lessons And Carols, from King's College Chapel (3.20 Radio 3). And also on radio, there are two programmes which will serve. sadly, as tributes to that endearing entertainer Willie Rashton after his untimely death. I'm Sorry I Haven't A Chie Christmas Special is on Radio 4 at 5.00 pm, and An Antidote To Christmas, with readings and music from Rushton and The BBC Singers, is on Radio 3 at

At 3.15 Channel 4 begins the acclaimed production of

Gounod's Foust which was first presented in the spring by the Welsh National Opera. An English language version, it lasts more than three hours and stars Paul Charles Clarke in the title role, Janice Watson as Margarita, and Alastair Miles as Mephistopheles. Charles Mackerras conducts the WNO. and television direction is by the

best in Britain: Derek Bailey. No one will have any trouble finding the usual Christmas Day specials (Des O'Connor on PTV, The Vicar Of Dibley on BBC1 and so on) but there are one or two less heavily promoted items which may be worth noting. In the second of a five-part series. An Audience With Charles Dickens, Simon Callow re-enacts Christmas dinner with the Cratchits (6.10 BBC2). That is followed by the English National Opera production of one of Handel's less famous operas, Ariodante, which, we are assured, is "a story of sexual intrigue, betrayal and unleashed passion, set in Scotland in times of chivalry" (BBC2 6.40). That is followed (9.40) by Saint-Ex, a

drama-documentary telling the story of the extraordinary French airman/writer who moved from commercial airlines to reconnaissance during the second world war, took off one day, and never reappeared. He is best known today as author of The Little Prince.

Otherwise it is largely a

question of which movies to watch. It would be as well to steer anyone under the age of about 12 away from Jurassic Park, which is violent even though the technical effects are astounding (6.30 BBC1). Best selections are Bambi for those with satellite or cable (Disney Channel 7.00 am and 6.15 pm); The Band Wagon, a classic musical with Fred Astaire and Cyd Charlese (8.30 am, breakfast time, BBC2); and Remains Of The Day with Anthony Hopkins giving the perforance of his life as a desperately English butler in a grand house (TTV 10.00 pm). \*\*\*

When I fly out of Heathrow today the VCR will be set to record one item on television: Crumb, which promises to be a true oddity. This documentary deals with the life of Robert Crumb, the American cartoonist whose work, with such characters as Fritz The Cat. became immensely popular in the underground press and adult comics of the 1960s. This profile has been criticised for exploiting the other members of Crumb's family who all seem even more bizarre than the artist . . . which

is saying quite a lot (11,25 pm

It is a red letter day for Dickens fans. As well as the Radio serial there is the beginning of Christine Edzard's vast and hugely enjoyable adaptation of Little Dorrit on BBC2 (10.15). Altogether this runs six hours, three today and three tomorrow. It talks the story faithfully, without spending vast sums on locations, but using one of the most impressive British casts ever assembled. Alec Guinness and Derek Jacobi are William Dorrit and Clennam, with smaller parts played by Max Wall, Alan Bennett, Miriam Margolyes, Eleanor Bron, Robert Morley and many others. One of

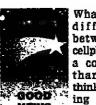
the best offers this holiday. At 8.00, still on BBC2, Simon Callow gives the fourth of his five readings in the character of Dickens in An Audience With Charles Dickens, today's subject being the famous court scene

from "Pickwick Papers". Other temptations include The Willows In Winter, a new 85 minute animation feature using William Horwood's 1993 book, extending the Kenneth Graham original, to continue the story of Rat, Mole. Badger and Toad. This time Mole sets out across the frozen river to visit Rat, falls through the ice, and disappears. Luckily Toad has recently switched from cars to aeroplanes and is well equipped to undertake a search. The voices include those of Alan Bennett, Rik Mayall, and Michael Palin (TTV 2.45).

At 8.30 BBC2 televises Matthew Bourne's surprising West End success, his version of Swan Lake with the swans all danced by men. If you have cable or satellite you can end the day with a splendid example of 1940s cinema entertainment: Blithe Spirit on UK Gold, This version of Noel Coward's stage hit stars Rex Harrison, Kay Hammond and Constance Cummings. Fast, witty and dry, few things will match it on television this Christmas (12.50).

#### **COMMENT & ANALYSIS**

## Out of the poverty trap



women.

difference cellphone and than you think, accord-

meen Bank. the world's pioneer in lend- rettes, magazines, bread and ing to the poor. They are both assets which landless villagers can buy to start a rowed to expand her stocks. business, paying for them with the small unsecured Grameen has advanced to 2m Bangladeshis, most of them

"Our idea is to bring cellphones to the villages," says Mr Mohammed Yunus, the bank's 56-year-old founder and managing director. "A Grameen borrower can buy the phone with our loans and become the village's telephone lady. Villagers call relatives or find out prices in the markets."

Grameen (which means village) won a licence this year to provide cellphones in Bangladesh in partnership with Telenor, the Norwegian telecoms group. Mr Yunus speaks of doubling the number of telephone lines in a country where almost half the 130m people get less to eat than the minimum recommended by international aid agencies.

And there is nothing to stop young Bangladeshis keving in computer data for clients in the west, says Mr Yunus. Grameen has set up an Internet service provider in Dhaka and is examining ways of supplying candle-lit Bangladeshi villages with solar power.

"Virtual offices can grow in the villages," he says. "The boys and girls won't have to rush to cities in Britain or America for these jobs; the jobs will come to All this may sound

unlikely, but Grameen Bank has always done things differently, lending funds to people most bankers would regard as impossible credit risks.

One such is Ms Ana Khatum, a woman in her late 30s who lives in the hamlet of Shonaliga, 100km north of Dhaka. Nine years ago Mohammed Yunus with some of Grameen's borrowers

Grameen Bank's lending to the poor is backed by between a a clear social agenda, says Mark Nicholson

from one of Grameen's first from this near-slavery. centres to buy tools to make ing to Gra- bamboo furniture. She now owns a shop selling cigabiscuits and is repaying loans worth Tk16,000 bor-

"I used to be a very shy person," she says. "I never knew so many things as I do now. Now I know so much. I'm very confident." At least 600,000 Bangla-

deshis have been lifted out of poverty by such loans which average about \$75. Grameen claims to have a repayment rate of 98 per The hank's success has

made it a model for microcredit that has been copied from inner-city Chicago to the Philippines. It has helped refashion development thinking and turned Mr Yunus into a globally feted guru. The idea of the bank was

inspired in 1976 when Mr Yunus, who had returned to newly independent Bangladesh from a US university teaching post, met a woman in Chittagong who made bamboo furniture. She earned hardly anything for her toil, buying her materials from the same man who bought her finished work. Mr Yunus realised a small

a cow? Less she borrowed Tk1.000 (\$24) advance could release her families small, educate their His students at Chitta-

gong University were asked to see how many other poor workers might also earn and daughters. some economic independence through a small loan to buy simple tools or materials. They found that \$26 in total would equip 42 skilled workers with the means for self-employment.

No bank would lend such small sums to poor people with no security. So Mr Yunus set up an institution which would lend tiny sums without any more collateral than the recipient's willingness to repay. Today the bank has 1,060 branches covering about half of Bangladesh's villages.

He organises his borrowers into groups of five. Individuals in the group can borrow for anything they choose, from tools to husk rice to cows to produce milk. They use their own knowledge of what they need as "risk appraisal" and peer pressure enforces the discipline of repayment.

From the outset, Mr Yunus gave Grameen Bank, as it formally became in 1983, a clear social agenda. Borrowers, increasingly the poorest village women, had to subscribe to a charter of 16 "decisions": to keep their

children, keep their home tion and refuse any form of dowry for marrying sons It was, as Mr Yunus

describes it, a "worm's eye" view of development. It helped people at the bottom, rather than imposing the priorities of the aid donors which have given \$25bn to Bangladesh since independence but which have failed to halt the rise in the num ber of poor.

Founded to think small Grameen has begun to think rather big. Apart from the ambition to create "virtual offices" in the villages Mr Yunus speaks of setting up a Grameen software company and creating mutual and pension funds for its borrowers.

Such projects are seen as a way to make Grameen financially self-sustaining. The bank still depends on subsidised aid loans and some donations, and is 10 per cent government-owned.

Mr Yunus says the new ambitions spring from evidence that the bank's simple lending programme is not enough to haul all its borrowers from poverty to self-sufficiency. Research has shown it was taking Grameen borrowers five to 15 years to rise above the poverty line. "We thought this was too big a range," he says. So the bank has stopped taking on new borrowers in order to deepen the opportunities for exist

ing borrowers. We have 2m borrowers, a third of whom have crossed the poverty line. We see it as our job that the remaining two-thirds will cross the poverty line in the next two to three years."

As one of the early beneficiaries of Grameen, Ms Khatum is confident the bank will succeed. "If you come back in five years," she says, "we will have prospered. From huts we will have houses with tin roofs. we'll have our own telephones and our sons will have their own cars."

#### ·LETTERS TO THE EDITOR·

Number One Southwark Bridge, London SEI 9HL

We are keen to encourage letters from readers assumed the world. Letters may be faxed to +44 171-873 5938 (please set fax to fine ). e.mail: letters editor of Loom Published letters are also available on the FT web size, http://www.FT.com Tourslation may be available for letters written in the main intrimational languages.

#### Echoes of Britain's experience | Unhappy of the ERM found in Emu

uncompetitive exchange rate, which would be bad for Sir, Richard Layard ("False fears about Emu", December 18) questions the relevance of the UK's experimath of entry, the UK's ence in the European exchange rate mechanism to the debate about the effect of Emu on jobs, and argues that high unemployment elsewhere is not a reason to delay Emu. The UK's ERM experience may be more rel-

evant than he suggests. If 1997 is the fifth successive year when the UK grows faster than both France and Germany, the UK will approach 1999 needing higher interest rates than would be set by a European central bank, and probably with the real sterling exchange rate overshooting There is thus every likelihood that if the UK joined Emu in 1999 it would repeat its mistake and enter at an

Sauce for

the goose

quizzes, so here is a

question. Suppose the

**European Commission** 

proposes to ban meat and

bone-meal. How will the UK

Now it has proposed a ban

on a poultry feed antibiotic

drug resistance ("EU to ban

feeds", December 20). BSE

still stings, surely Britain

14 in favour, one against.

Enjoy your Christmas dinner, MAFF - as you don't like cold turkey you may get

expects to welcome thou-

sands of pilgrims tonight to

celebrate the birth of Jesus.

He is planning fireworks,

music and carol services.

But he has no money for

new decorations.
"We will manage some-

how." says the 78-year-old

Christian who was elected

mayor earlier this year in the first free elections in the areas ruled by the Palestin-

ian Authority. "We will

make do with old decora-

From his spacious office

looking out on to the Church

of the Nativity on the site of

what is believed to be the birthplace of Jesus, Mr Freij

has been trying to raise

\$40,000 (£23,952) over the

past few weeks to spruce up this market town of 35,000

people less than 10km from

But the shortage of funds reflects the difficulties of life

on the West Bank since the

election in May of a right-

wing Israeli government led by Mr Benjamin Netanyahu

stalled the peace process. There has been a sharp

fall in the number of tourists visiting Israel and the occu-

pied territories since last

September's violence between Israeli and Palestin-

ian forces. The number of

"tourist overnights" last

month was 23 per cent lower

year ago. And the average

occupancy level in Israel's

hotels has fallen to 60 per

cent compared with 73 per

The Bandak family, Beth-

lehem Christians, invested

\$4m in 1982 in building the

Grand hotel in Bethlehem.

a return on their investment

before deciding on their

cent in 1995.

future plans.

will lead the way. The vote:

thought to cause human

antibiotic from animal

vote? As if you don't know,

it is against - no scientific

basis, uncompetitive beef

industry, etc.

cooked goose!

Broadway. Worcestershire, UK

Richard Young.

Kite's Nest Farm,

From Mr Richard Young.

Sir, Christmas is a time for

There are two reasons why high unemployment in other countries makes an early move to Emu unwise. First, if more enlightened labour market policies eventually prevail, and the sustainable level of unemployment falls substantially in many Euroan countries, such a structural change would alter the appropriate pattern of real exchange rate relativities

across Europe. It would

jobs in the UK.

clearly be better to accomplish this change while nominal exchange rates were still free to adjust.

In the immediate after-Second, high levels of unemployment not due to problem would be additional structural factors may be inflationary pressure caused indicating that exchange by interest rates falling to rates are wrong. Again, the the level set by the central bank. The consequent infla-tion would exacerbate the IJK's ERM experience is rele vant. As of mid-1992, UK inflation and interest rates longer-term competitivens had converged very close to problem and the prospect for German levels, and did not provide any evidence that the UK's position in the ERM was at risk. It was indicators such as unemployment that showed the unsus tainability of the UK's ERM

> Stephen J. Davies, executive, Institute of Directors 116 Pall Mall. London SW1Y 5ED. UK

#### All the violence that's fit to show on television

From Ms Lizabeth Herzog. Sir, Christopher Dunkley made an excellent point ("Violence put in perspective", December 18). Indeed, people were violent long before television.

However, we should not be fooled into thinking that there is no censorship of violence on television. Whereas any amount of dramatised violence is permitted, real violence is routinely eliminated from news programmes and

We are never permitted to see the results of real shootings or bombings. The US invasion of Panama Britain in the Falkland Islands, and the Gulf war were completely hanned from public view.

Likewise, we are never shown the results of terrorist bombings.

stone-throwings. The New York Times, whose motto is "All the news that's fit to print", obviously doesn't think that photographs of victims of murders and other violence are acceptable for public view, even though it is a staunch defender of the freedom of the press.

The much-vannted "public's right to know" does not include knowing the results of violence.

One can only guess at the reason for this inverse censorship. Perhaps if the nublic could see how truly awful and gruesome real violence is there would be a greater public demand to

Lizabeth Herzog, 7 Diskin, Jerusalem 96440.

## new millennium

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From Mr Ian L. Duff. Sir, Nicholas Denton seems to miss the nub of the problems on the software changes needed for the millennium ("Making a date with the euro", December 18). The euro development is straightforward, it is new, it is similar in stature to value added tax and decimalisation, but the date problem is being underestimated. Both Barclays de Zoete Wedd in its quoted paper and Nicholas Denton seem to be interested in the costs of the changes, and not the implications for the future of companies.

The Gartner Group. quoted in the article, also states that only 20 per cent will have addressed the millennium issue by the end of 1997. That means that % per cent will not have done so. There seems to be a reluctance to see this as an issue. Even my PC, purchased in 1985, does not allow for the end of the

The British Computer Society's recent paper. The Year 2000, written by practical people in organisations deeply affected, tries to raise the urgency. It says " . . . the problem does not sound spectacular . . . [but] its impact is potentially

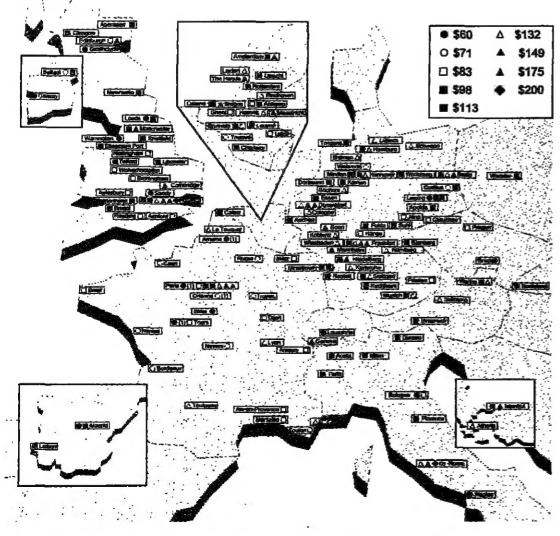
Nicholas Denton does say that the problem is the more widely feared, but there is a difference between fear and action. The euro may not happen but December 31 1999 will. Is the British Computer Society overestimating the issue? If it is right, there could be many a red-faced chief executive in January 2000.

Ian L. Duff 52 Queendown Avenue Gillingham Kent MES SNU. UK

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## r Elias Freij is not a happy man. As mayor Lots of room at the inn

Judy Dempsey on the absence of cheer among Bethlehem's Christians



In the spacious foyer of the Bandaks' hotel, staff are than in the same period a few nights rather than return to nearby Jerusalem.

room at the inn." They are still waiting to get

"Between 1982 and 1987, business was pretty good. lem to work. Israel was promoting Bethlehem and encouraging tour-ism," says Mr Khalid Bandak, one of the hotel's managers. "It became difficult during the intifada [Pal- to improve the town," the estinian uprising] which шауог зауз.

started in 1987." "Things have become easier under the Palestinian estinian Authority, to make Authority in terms of trying a donation - though he to get planning permission. But we can't make any long-term plans for the hotel. There are always new obstacles, whether it be closures, unrest or bombings. Any hint of violence keeps the tourists away."

putting up the Christmas decorations, hoping tourist groups will decide to stay a

We have just one group booked in over the Christmas," says Mr Bandak. "Many of our 50 rooms are empty. There is plenty of

Furthermore, the closures imposed by the Israeli goverument on the West Bank and Gaza have made it even more difficult. Palestinians from Bethlehem have not been able to travel to Jerusa-

"If they have no work, they cannot pay their taxes. And if we cannot collect taxes, we can't buy new decorations and do other things

He has asked Mr Yassir Arafat, president of the Paladmits that it has more urgent priorities. He has in Bethlehem 34 years ago asked the Israell authorities to suspend the closures on Christmas Day to allow Bethlehem's 12,000 Christhe Holy Sepulchre in Jeru- kind of coexistence will be says.

salem, one of the central shrines of Christianity. Mr Freij has been particularly keen this year to offer pilgrims a warm welcome, to show that Bethlehem is a safe and hospitable place for visitors after a year under the Palestinian Authority.

The eyes of the world will be upon us," he says. "I want our visitors to feel safe. I want them to keep coming back especially since they are so important for our economy as much as they are vital for preserving the traditions here."

But the stalling of the peace process is having more ar-reaching effects on Bethlehem - in particular on its dwindling Christian community of around 12,000. Mr Mitri Raheb, a young Lutheran pastor at the International Centre of Bethlehem, a Lutheran-run institution, says he knows of at least 20 Christian families who have emigrated over the past six months

Mr Raheb, who was born

they have a lower birth rate than the Palestinian Moslems which is affecting the demographic balance between the communities," he says. "But life under the Palestinian Authority has become more uncertain mainly because the peace process has come to a virtual standstill. We feel hemmed

Mr Raheb believes this sense of uncertainty plays into the hands of Moslem extremists and fundamentalists whose growing support alarms Christians.

The unemployment rate in cent. And even those who want to stay find it difficult to acquire land on which to

"Bethlehem has always been a special mix of Christians and Moslems," says Mr Freij. "But it is becoming increasingly difficult to preserve this tradition. If there is no perspective for young Christians, they will join their relatives, many of whom live in Latin America. The churches here will

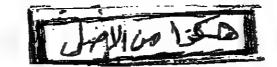
Mr Raheb says the Palestinian Christians are as tired as the Palestinian Moslems at the constant harassment when they travel outside Bethlehem. Because he has a Palestinian passport, he has not been allowed travel to Jerusalem since September even though his Lutheran Bishop has his seat in Jeru-

"I want to pray in the Church of the Holy Sepulchre on Christmas Day," he says, "But I am not going to ask the Israeli military administration for permission to travel. I have been refused too often in the past, without any explanation. I don't want to be humiliated

Like Mr Freij, Mr Raheb wants the Christians to remain in Bethlehem and m other regions controlled by the Palestinian Authority where a total of sp.000 still live, "We are part and parcel of Palestinian society and part and parcel of the Arab-Islamic society. It is part of our identity.

"If we are not allowed to maintain these traditions, I and who studied theology at fear Palestinian society the German university of could become a monolithic Marburg, says the Christians culture, giving the Chrisfeel threatened. He believes tians little reason to contions to visit the Church of they are unsure about what tinue living in Bethlehem.

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Tuesday December 24 1996

## Greed and the good life

Greed, albeit unattractive, is competition and show contempt not a deadly sin. Gluttony made number five of the seven, but greed is thought an economic virtue, at least when dressed up in the red cloak and twinkling face of profit maximisation.

Yet the champagne-soaked bonus celebrations in the City of London this Christmas might make one wonder. Has that face of capitalism which Sir Edward Heath found so unacceptable in the early 1970s started to reappear? Are the Wall Street brokers drawing bonuses of \$1m really worth 20 times as much as other professionals? Or is it capitalism run wild, with Father Christmas expected all year round?

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This is not so much a question of whether people are being too greedy, it is more about the different ways in which greed Smith pointed out in the Wealth of Nations in 1776 that the butcher, baker and brewer provide our dinner "not from benevolence...but from regard to their own interest", he clearly understood there had to be rules to ensure that competition curbed prices.

to enforce them. In the US, for a lot cheaper than lawyers. example, it has been widely accepted that people should be free to make as much money as they can in any ways they can subject only to laws, regulations and contracts. In Japan, the restraints are more subtle group pressures, social conventions and unwritten rules of cooperative behaviour. The US system is more open, but weighed down by legal costs.

#### Cultural differences

But neither of these models can be transported directly to other cultures. China and eastthe leash. Even Russia is better off now than under the insane seize huge wealth, trample on ago in Palestine.

for laws. In Nigeria, perhaps the greed, economic power is wielded by the few for the few,

with no benefit for others. Such cases, and the subtler conflicts in advanced economies, have recently led a number of economists to re-appraise the extreme doctrine of economic liberalism which gained wide political currency on the new right in the 1980s.

#### Social interests

In its simplest version this creed holds that competition is all that is needed to reconcile personal greed with wider social interests. Conscience and moral standards are redundant if the markets are working their magic. This view was flaunted by Mr Ivan Boesky, the US financier, when he said in 1966

year be was in prison. The challenge to a model which justified huge rewards for ruthless behaviour has been mounted from two directions. The first is the pragmatic observation that co-operative "bee-One of the biggest questions hive" behaviour such as is facing market capitalism in found within and between Japarecent years has been what nese firms can be highly effithese rules should be and how cient. Trust breeds trust, and is

> Second, new insights from biology show that humans have evolved in the struggle for surthan was commonly believed. Generosity and co-operation are not merely imposed by laws and moral codes. They spring from within, because in evolution, as in business, virtue pays divi-

When mutual suspicion and conflict become entrenched, rewards for the few may seem high for a time, but soon everyone loses. This is as true for advanced economies as for ape societies. So aithough greed will ern Europe benefited enor- always be the engine of eco mously when greed was let off nomic advance, it works best when lubricated by trust.

Although efforts have been restrictions of communism, made recently to capture this often seems weak and paisled as tions, it is not entirely new. It the country's new capitalists was a lesson taught 2000 years

## A Russian Christmas

of Christmas trees, festive lights and banners urging Muscovites to rejoice in "the birth of

That is an event which Orthodox Christian Russians, who fol-no explosive nationalist reac-That is an event which Ortholow the old, Julian calendar for religious holidays, must wait two more weeks before celebrating. But on the eve of new calendar Christmas, Russians are nation's secular saviour. President Boris Yeltsin.

Mr Yeltsin's Christmas comeyear, dancing, smiling and kissing his way into triumph against the Communists in the July presidential poll.

ensure Mr Yeltsin a hero's place Anatoly Chubais, the architect of Russian mass privatisation and Mr Yeltsin's chief of staff, has gone so far as to describe Mr Yeltsin as the greatest ruler Russia ever had, with the possible exception of Peter the Great.

#### Impressive record

Most observers would stop Russia's newspapers. short of such hyperbole. But even ungilded, Mr Yeltsin's record is impressive enough. House, Mr Yeltsin has systematically dismantled communism.

Moreover, despite continuing political drift and economic disarray, none of the nightmares the subtler and more ambiguous predicted by the gloomier pundits has come to pass.

Army salaries are paid so erratically, officers have taken to committing suicide - but plish and it could be the bardest there has been no military coup. Billions of dollars in wage days, traditionally a season for arrears have sparked thousands rebirth and reconciliation, are a of wildcat strikes across the good time to begin.

After decades of militant, country - but the labour protest state-imposed atheism, this year has not reinvigorated the Comthe streets of Moscow are a riot munist party. Russia's interna tional sphere of influence con tinues to shrink, with the expansion of Nato and the Kremlin's effective defeat in

#### Restrict powers

in short, there are no more watching the political rebirth of villains, threatening to pull the a man some regard as the country into dictatorship or war, for Mr Yeltsin to conquer His job, as he begins his second term in earnest, is no longer to back, seven weeks after a quin-destroy but to build; not to vantuple heart bypass operation, is quish enemies but to tame his apt for 8 man who has made friends. To create a real democregeneration his political trade-racy and a liberal market econmark. Always at his best in 'omy in the place of commuadrenalin-pumping moments of nism, Mr Yeltsin must today national crisis, he notched up a restrict the powers and wealth remarkable victory earlier this of the new elite he himself has brought to power.

He must break up the monopolies of the gas, transport and electricity barons and charge Por his admirers, that them and the oilmen market achievement was enough to rents for the natural resources they exploit. He must cut the in Russian history books. Mr flow of preferential government credits, tax breaks and undervalued state companies to the privileged financiers who bankrolled his re-election bid-

He must give civil society real voice by strengthening the independence of the courts and urging his judiciary to pursue the detailed corruption allegations which every day grace

As he passed through the Kremlin gates yesterday. Mr Yeltsin described himself as "a Five years after he defied a fighter. It is his favourite hardline coup from astride a self-image, and one which tank in front of the White suited the black-and-white

> To make a mark with his second, he will have to confront challenge of limiting the powers of his closest allies. This is a job only Mr Yeltsin, the patriarch of the current regime, can accomof his career. The winter holi

FT Man of the Year • Rupert Murdoch

## Poised to encircle the globe

Raymond Snoddy on the media mogul who has laid the foundations for a digital broadcasting business around the world

tooned with thousands of tiny lights for Christmas. Inside, in the third floor boardroom, Rupert Murdoch is giving his undivided attention to

six vounc men in suits. The issue is not some multibillion dellar media deal but the details of the design of the satellite dishes and set-top decoders that will be sold before the launch next October of American Sky Broadcasting, a billion-dollar satellite television venture.

"Shouldn't the dishes be all one colour instead of two?" he asks. "The decoder with the undulating surface may look nice but surely a flat surface would be

Mr Murdoch is concerned that the smallest of the decoder boxes might have too much crammed of the bretzrahou t'oob P of technical stuff but I don't want it to overheat," he warns.

Finally, he asks if lots of other members of staff, particularly women, could give their opinion before the final decisions. The chairman and chief executive of News Corporation and would-be global digital satellite king believes in being deeply involved even in such issues of detail.

Then he was off to consider buying more exclusive television sports rights, before attending a Citibank lunch where the leaders of corporate America gave their forecasts for 1997.

After that there was a session with his youngest son James who looks after News Corp's interests in recorded music, pulling together a variety of small new media investments. "A nice, bright kid, great company to be with and a bit of a techie," save Mr Murdoch of his bearded Harvard-educated non.

The "light" working day, as his office describes it, ends with a five and a half hour flight on the News Corp jet to Los Angeles. There, the schedule included a meeting with the architects designing a \$350m (£209.50m) expansion at the company's Twentieth Century Fox studios. lunch with his wife Anna and a Christmas party.

Then on to Japan for a week of talks and meetings over the launch of yet another digital satellite venture next year - JSkyB. At 65, an age when most business executives reach retirement, Rupert Murdoch is starting to run even faster to expand his business on a global scale.

There have been previous excitements in his career including his coup against the UK print unions when he moved his national newspapers to a new plant at Wapping in 1966. In 1990, News Corp was nearly pulled down by the scale of its debt. But 1996 has probably been the

most dramatic year for Mr Murdoch. "It was a year of big challenges - a lot of progress and a lot of problems," he says. In 1996, he became the biggest

owner of television stations in the US with the \$2.5bn purchase of the 80 per cent of the New World Communications chain of 10 stations he did not already

utaide the News own. And he finally realised his Corporation build- ambition to launch Fox News, hopes to take around the world. But perhaps the most significant development was the commitment to invest approaching

\$2bn to launch digital satellite

television in the UK, the US,

COMMENT & ANALYSIS

Japan and India - indeed "wherever practical" as he puts it. It is a cost well within his reach: he has \$3bn cash, cash flows of more than \$1bn a year and \$4bn in long-term debt some of it 100-year debt. He is now the most powerful media tycoon in history in terms of his global reach and the diversity of his media interests which range

bioldet XII eldeti There have been problems to match the opportunities. In Israel tax authorities investigating alleged tax irregularities raided the offices of a News Corp subsidiary - News Corp deny any

from Hollywood to newspapers

such as The Sun, his highly prof-

involvement in wrongdoing. In Asia, Star TV, the Hong Kong satellite venture, is expected to lose \$100m this year, partly because of the difficulties of get ting into China. In the UK, Mr Don Cruickshank, the telecommunications regulator, has made clear that he will not tolerate abuse of market dominance in digital television.

The planned takeover by British Telecommunications of MCI Communications of the US, News Corp's 50-50 partner in launching ASkyB, has also sent Mr Murdoch back to the drawing board. If it goes ahead MCI will be treated as a foreign company by the US regulators - and would not be able to hold the satellite licence. In any case, MCI now wants only 20 per cent of the satellite venture

"We are already setting up an American company with American shareholders to hold the licence and maybe even hold the satellite and lease the transponders to the operating company, says Mr Murdoch who is considering a share offering to raise the other 30 per cent.

Unlike in the UK. Mr Murdoch will face well-entrenched and well-funded rivals in the US satelowned by Hughes Electronics, tries particularly the US," the which already has more than 2m subscribers to its 175-channel syslots of local television stations and local sport on his satellite

system will give him the edge. The biggest headache for Mr off the track."
Murdoch has been the battle to Technology, New York market where the advertising industry is based. He thought Time Warner which owns the Manhattan cable system had agreed to carry Fox from some of his rivals. News. But it then decided to take CNN, which is merging with Time-Warner, and MSNBC, the

With so much going on it is hand there are ambitions of computers for the individual. growing greatly and repeating the success of Sky in other coun- sion audience as more and more

News Corp chairman says. "On the other hand technology tem. Mr Murdoch hopes putting is bringing about huge changes. The internet is bearing down on us like a fast train and we have to decide do we get on it or jump

Technology, he insists, is makget Fox News into the lucrative ing it cheaper to enter information markets and therefore as a result "there is no possibility of monopolisation" - an argument likely to provoke a rueful smile

Mr Murdoch is keeping a close watch on the internet and trying to protect the important classijoint venture between Microsoft fied advertising revenue of his and the NBC network. ments in electronic ventures. But hardly surprising that Mr Mur- he says he is as sure as he can be doch believes that News Corp is that the traditional mass media still in a state of evolution with will endure and is sceptical of the tough decisions having to be concept of the "Daily Me" - taitaken at every turn. "On the one lored information assembled by

The fragmenting of the televi-

ever. require constant vigilance. is well aware that for some he is "If you are operating in that mar- a hate figure. ket you have to be pretty fleet of foot to make sure you don't

become a dinosaur," he says. But as he worries about readmedia business, the really big question about Rupert Murdoch is why be still does it.

"I'm having too good a time to doing Wapping." stop. I really love it," he says. He still relishes the excitement and ment - of producing newspapers

in a world that is "getting more interesting in every way". "I can't see people getting out of bed happy every day and tralian and The Times as "unarthinking what a wonderful life it guably the best". is running a commodities company or a gas pipeline or some-thing... This is the greatest fun business in the world," he says, thumping the table for emphasis.

thinning, the jowls more pro-

nounced, and he is prepared to make some concessions to his age. This year he gave up skiing because he is only interested in skiing fast and he was afraid he would break something if he continued. Instead he celebrated his birthday in March by taking up scuba diving.

Mr Murdoch is also thinking

more of religion and his own mortality - although he says he has never been, as widely reported, a born-again Christian. 'I would describe myself as a mildly religious person. I am a disillusioned Presbyterian who goes to church with my wife to a Catholic Church," he says, adding that he is thinking of converting to Catholicism.

But will he carry on indefinitely? He says he is not a retirer. If he were to become a nonexecutive chairman attending a monthly board meeting, what, he asks, would he do on the other 30

"It will take a tremendous effort by my wife and kids to throw me out," he adds. Mr Murdoch holds only 5,000 shares directly in the News Corporation the 30 per cent family-owned stake is already in trust for his children. He hopes eventually to take the family stake in Ne vs Corp back up to 40 per cent by converting non-voting debentures into voting stock.

And the succession? He denies he is deliberately running a competition for the succession between his three children - Elizabeth, who is direct of programmes at BSkyB. Lachlan, who runs News Corp's Australian newspaper interests, and James.

"They are running against each other and I'm too weak to say it's you and not you. In fact they are enormously close. They will get together and they will

work it out," he says. But as he heads for the final stretch of his business career, he asks to be judged on "the totality" of what he has achieved.

He knows he is a controversial figure worldwide - ruthless is an adjective often used by former associates. Biographers such as Mr William Shawcross have accused him of often taking businesses downmarket in search of channels are created will, how- creating anything of quality. He

"It may be a minority but there is a fair element of the chattering classes really hate me and think I am an evil force," he says, "It's a ing the future direction of the combination of reaction to past excesses of The Sun and Wapping. But I don't think there was an easy or comfortable way of

In business terms he would like to see a News Corporation which challenge - the daily involve- is consistently one of the best creators of all forms of information and entertainment software. The old newspaperman in him would also like to see The Aus-

But most of all Mr Murdoch would like to be remembered for an approach, a characteristic, rather than any single achievement. "I hope I have been a cata-In his 65th year, he looks older. lyst for change - change for the The hair is not only grey but good," he says. "I would like to be thought that."

## Impossible dream of fiscal virtue



nomic orthodoxy is held more dear than the belief that governments sbould exert greater control

over the amount

they borrow, From calls for a balanced budget amendment to the US constitution to plans for a "stability and growth pact" in Europe, fiscal correctness is all the rage.
Since the 1970s the governments of most industrial coun-

tries have allowed their spending to outstrip tax revenues year after year. As a result, they have accumulated debt as they meet the shortfall through borrowing. But in the preceding 150 years

governments for the most part avoided going too far into the red, except during times of war and depression. Now policymakers would like to revisit this golden era of fiscal virtue. Armed conflicts have long

exerted the biggest influence on public finances. The French government's budget deficit rose sharply, to well over 5 per cent of national income, during its war with Prussia in 1870-71. The American civil war pushed the US hudget deficit as high as 15 per cent of national income in from negligible levels to 45 per unexpectedly high inflation cent of national income in 1865. eroded the real value of the debt.

The state of the s

tenet of wars had a dramatic impact on the ratio of federal debt to increased in line with rising ployment. Europe's social secuinternational eco- the public finances of a much national income by 40 percentage expenditure. But then things rity systems were never designed wider range of countries: most of the participants saw their budget positions move sharply into the red, with the UK government's deficit ballooning to almost 50 per cent of national income.

But borrowing in wartime makes good sense, to cope with the heavy government spending that military action demands. UK public spending rose to more than 60 per cent of national income in the first world war and 70 per cent in the second. Taxes went up - but could not rise nearly enough to balance the budget if people were still to be willing to work for the war effort.

The price of "tax amouthing" during wartime is big public sec tor debt burdens, which impose a cost in future years of servicing these debts. As a proportion of national income, gross government debt peaked after the second world war at nearly 300 per cent in the UK, 200 per cent in Japan, 150 per cent in Canada and 130 per cent in the US.

But fiscal orthodoxy was sufficiently entrenched that wartime debt burdens were reduced quickly - although sometimes by accident as much as design. The borrowings built up by most governments in the second world war were sharply reduced by the 1860s, raising public debt 1960, but in part this was because The first and second world In the US inflation alone reduced

points between 1945 and 1955.

marked upward trend in public spending as a share of national income since the 1930s. The great depression and the second world war raised expectations of the services that governments should provide. And as countries became richer, their voters demanded that spending on services such as health, education and the safety net provided by the social secu- International Monetary Fund. rity system should increase faster than national income. Until the 1970s the increase in

ernment borrowing significantly

Leaving aside the war years, of some programmes beginning however, there has been a to rise faster than voters were prepared to pay for them.

There has been a ratchetingun process whereby miscalculaturned out to be more expensive than originally envisaged, but proved difficult to restrain because of an established sense son and Michael Mussa at the Two of the strongest factors

behind this pressure on spending were the big rise in the cost and public spending did not push gov- quantity of public healthcare provision and a sustained increase higher, since tax revenues in European structural unem-

Government berrowing: now a heavy burden in peacetime

Average budget balance as % of GDP (Carada, France, haly, Japan, UK, US)

started to go wrong, with the cost for the jobless rates of 8 per cent or above which afflicted the continent from the 1980s onwards.

As spending rose rapidly in the 1970s, the industrialised economies were simultaneously finding revenue. Economic growth had slowed after the period of healthy expansion in the 1950s and 1960s. At the time many economists blamed a shortage of demand in the economy. But with the benefit of hindsight, most now see the 1970s as the start of an enduring slowdown in productivity growth that was worsened by the oil shock early in the decade.

"A wide variety of expectations concerning the real growth of both private incomes and public services have had to confront the reality of slower growth of real resources to meet these expectations," Messrs Masson and Mussa argue. "The growth of public sector deficits may partly reflect the failure of the political system to

resolve this confrontation." With the industrialised world in one of its weakest cyclical upturns in living memory, governments are still struggling with this expectation gap. The fiscal challenge posed for coming decades by the need to finance pensions for the baby-boom generation has made closing that

gap even more urgent. Robert Chote



## FINANCIAL TIMES

December 24 / December 25 / December 26



## Peru terrorists appear set for long stand-off

By Sally Bowen in Lima

Terrorists holding about 140 hostages in the Japanese ambassador's residence in Lima appeared set yesterday for an extended siege after the release on Sunday night of 225 captives.

Following the release, the leader of the Tupac Amaru Revolutionary Movement (MRTA) terrorists said the by Peruvian President Alberto Fujimori had blocked the way forward in the crisis.

Mr Fujimori, speaking on Saturday, said "a considerable the slege, but that there was no question of negotiations before the terrorists surrendered their arms.

An MRTA communiqué, read by Mr Sandro Fuentes, a former labour minister, after his release, made clear the terrorists were retaining all hostages they considered impor-tant bargaining chips.

Singapore

of victory

Continued from Page 1

They include the Peruvian justice and agriculture, senior had 15kg of explosive strapped members of the judiciary and to his body, attached to a high-ranking police and military officers. Several Japanese and Peruvian businessmen be left of the Japanese resiand Latin American diplomats dence today." are also being held.

The 11-point communique from the operation's commander - Mr Nestor Cerpa Cartolini - made clear the terrorists' demands had changed little since the siege began last Tuesday night. Their chief objective was to secure the release of imprisoned col-

Were Mr Fujimori to decide on a military solution, he will find in every Tupac Amaru militant the same disposition and heroism as always," it

Freed hostages said the 20 or so terrorists were well armed and well trained. Some said Japanese businessmen inside the compound had been asked for financial contributions.

ministers of foreign affairs, dor to Lima said each terrorist small ring. "Had they pulled that ring, nothing much would

> Those freed included the Cuban and Panamanian ambassadors, four former Peruvian cabinet ministers. the commercial counsellor from the US embassy, and two deputy head of mission at the British embassy, and Mr David

Griffiths, a hotel manager. Mr Church told a news conference: "I hope it will be resolved through negotiation. That is the only way out . . . There is not going to be a

violent solution to this at all." Continuing negotiation rather than an attack on the besieged Japanese ambassador's residence remains the best option, according to European anti-terrorist

## party certain expected to rise

tronics products, economic

growth this year is predicted at 6 per cent, down from 8.8 per cent last year. In addition, many young

people – while enjoying incomes that have overtaken those in Singapore's former colonial master, the UK have begun to seek changes to the highly disciplined way of

The opposition Singapore Democratic party has found some resonance for its argument that the economy and society would be more effective in the information age if greater public debate were

Mr Goh has acknowledged that young people gripe about the staid rigidity of a state which still bans the sale of

age roadside portrait artists, calligraphers and open-air performances. We should bring back exotic crafts like snake charmers. We can do with more spontaneity and creativity, and a more interesting

His "Singapore 21" platform also makes more traditional promises. Subsidised housing tional grants and computers

But such promises are being mixed with admonitions. Ministers toured constituencies over the weekend telling people that if they voted for the opposition their residential areas would not be eligible for generous government renova-

## **UK** interest rates within two months

Mr Kenneth Clarke, the chancellor, is expected to raise UK interest rates again within the next two months, after yesterday's release of minutes from his October 30 meeting with the governor of the Bank

Mr Clarke agreed at the meeting to raise rates by a quarter-point to their current level of 6 per cent. The minutes show "he saw no case for a larger rise".

But Mr Eddie George, the governor, warned Mr Clarke hat a quarter-point increase "might well not be enough to moderate the upswing sufficiently to restore a better-thanevens chance of achieving the inflation target over the next He said: "We should encour- | two years". He said rates would probably have to rise

again. However, he said a quarterpoint increase could help "reduce the size and speed of the rise in rates that might

vinced rates will rise soon. The short-sterling futures market suggests that dealers expect base rates to stand between 6.5 and 6.75 per cent by March. Expectations of higher rates

helped buoy the pound, which closed 0.4 points higher at 94.5 per cent of its 1990 value. Surveys suggest three econo mists in five expect bese rates to rise after the next meeting between the two on January

But yesterday's minutes show the chancellor waited before raising rates last time to see the third quarter gross domestic product figures. This suggests he might now wait until February to see the fourth-quarter figures.

Delay would also allow the chancellor to see whether last month's record fall in unemployment was the beginning of a new trend and to examine the retail sales figures for the key Christmas trading period.

#### Brussels row over air slots

FT WEATHER GUIDE

Continued from Page 1

would not have the financial advantage to start with". Instead, Mr Van Miert wants profits from the trade diverted to airport authorities.

EU officials admit the row has been complicated by the proposed alliance between American Airlines and British

Airways. The airlines want to sell some of the 188 slots the British Department of Trade

and industry has told them to cade to compensate for the alliance's threat to competition. Mr Van Miert has rejected the sales, pointing out that other airlines have had to give up slots for no gain as a condition of allianou

## Vatican attacks tax fraud

Tax evasion and social security fraud are a national sport in Italy, in which the state loses an estimated L250,000hn (\$163.6bn) a year - up to a

Last week the authorities introduced a nationwide hotline to denounce tax evasion. People are invited to dial 117 free of charge and inform the Guardia di Finanza, the financial police, about any tax or

took more than 3,500 calls. By the weekend the Guardia di Finanza had made its first arrests from the tip-offs.

Mr Giulio Tremonti, finance minister in the 1994 Berlusconi government, which extended an amnesty to tax evaders, described the move as being of "dubious morality". The Roman Catholic Church con-demnad the hotline as "immoral" in an article in the Osservatore Romano, the Vatican's newspaper. Mr Viktor Uckmar, a tax

expert, said the move was reminiscent of 15th century Venice when "there was a special postbox to denounce tax evaders". The prospect of people conducting vendettas through anonymous denunciations has provoked most concern among

politicians and commentators. Shopkeepers, generally regarded as the most adept at tax evasion, have protested loudest. "Citizens' rights must be fully guaranteed and one cannot regard the undoubted good faith of the Guardia di Finanza in this respect as sufficient," said Confersecenti, the traders' association.

This concern has prompted Mr Vincenzo Visco, finance minister, to issue instructions to the Guardia di Finanza to ignore all anonymous calls.

widespread tax evasion. The problem in Italy is not so much identifying tax eva-

Finance ministers normally conclude that the only secure way of obtaining money from tax-evaders is to offer an amnesty. There have been two

## hotline for informants By Robert Graham in Rome

An Italian government hotline set up to encourage people to inform on tax and social security fraudsters has provoked a public outcry and a fierce attack from the Catholic

third of total tax levied.

social security abuses. In its first four days the line

The Guardia di Finanza later said only 10 per cent of the calls received were anony mous, and added: "We've been receiving anonymous calls long before the 117 service was

The service, first suggested two years ago, was given the go-ahead by the centre-left government in an effort to boost tax revenues and combat

sion as nailing the culprits.

in the past decade.

## THE LEX COLUMN

## The slot market

The current spat between Mr Neil Kinnock and Mr Karel Van Miert, European transport and competition commissioners respectively, has huge implications for European airlines. Quite rightly, Mr Kinnock wants the current under-thecounter trading of slots to be formally permitted so a proper market can develop. Mr Van Miert, by con-trast, is worried that this could hand large windfall gains to incumbent airlines. Therefore, if slot trading was formally recognised, he suggests, the proceeds should go not to the airline but to the airport.

This is a lousy idea. The consequences are obvious; slots would never be traded since airlines would always prefer to use them than give away their value to airports. So new entrants, whom Mr Van Miert purports to be fighting for, would never stand a chance. And the whole purpose of allowing slot trading - to encourage them to be more effi-

ciently used - would be defeated. As for the alleged windfall gains, incumbent airlines already enjoy these in the form of the profits they make using the slots. Allowing open slot trading would simply make it easier for airlines to capital ise these profits unfront. But equally, slot values would probably have to be included in airline balance sheets. This is not the windfail Mr Van Miert suggests; on the con-trary, it is likely to create strong pressure for underused slots to be sold. Again, new entrants would be the beneficiaries.

Mr Van Miert is doubtless embe rassed that allowing slot trading would show up the nonsense of previous competition rulings, when alots have had to be given up for nothing. But two wrongs do not make a right. Mr Kinnock should stick to his guns.

#### McDonald's

Can it be that a combination of salty ketchup and limp lettuce leaves is corroding the fabled golden arches? The world's best known consumer brand is having to face the unpalatable truth - US diners are losing a taste for its burgers. And it is not only the customers who would rather visit Wendy's or Burger King but the stock market too. In a year when the Dow Jones Industrial Average has risen by 27 per cent, with top-notch consumer stocks such as Cora Cola and Gillette outperforming handsomely, McDonald's has offered all the appeal of a frazzled burger.

FTSE Eurotrack 200: \_ 1947.1 (+9.3)

The company first tried to arrest its falling sales per store by introdu-Now it is tampering with the holy grail - trying to improve the taste of core products like Big Macs and Quarter pounders. No more micro-waving of lettuce, less spice in the ketchup, less over-cooking of the meat. Given perceived quality problems, the management had little choice. But it will still need to step carefully. After all, it was similar concerns that led Coke into the disastrous New Coke debacle back

Of course, all is not lost for McDonald's. The brand remains immensely powerful. International expansion, where margins are better, will continue to fuel double digit earnings growth. But Wall Street is likely to remain lukewarm until like-for-like sales stop falling. Given that new store openings are clearly cannibalising existing sales, it may be time for McDonald's to take its rampant growth culture off the grill, at least in the US.

#### LucasVarity

If it looks like a takeover, smells like one and tastes like one, it probably is a takeover. Former Lucas executives may have their hands on some operational levers in the newly merged LucasVarity, but at the strategic level Varity has clearly achieved a reverse takeover - a fact confirmed by the departure yesterday of Mr John Grant, the finance director.

Concern, however, that Varity avoided paying a takeover premium is misplaced. Lucas shareholders did benefit as the share price ran up from 170p to 240p in the wake of the

merger talks announcement. And given the need for rationalisation in the sector, Lucas was negotiating from a position of weakness rather than strength Indeed, Lucas shareholders should be grateful on two counts: first, the merged unit has a stronger chance of flourishing in a fast-consolidating market than Lucas did alone. Second, their interests look in better shape under Mr Victor Rice, the new chief executive and a committed advocate of shareholder value. At Lucas, by contrast, product development sometimes seemed to matter more than shareplans allians

ih Italian be

There are, however, no quick fires available. As the recent announcement of large job cuts and £130m asset write-downs confirm. markets remain difficult. Longer term, LucasVarity still has to show that synergies on paper can be translated into consistent profits growth and a strong industry presence. But it at least has a shout where formerly neither Lucas nor Varity had a prayer.

#### Northern Electric

Northern Electric's capacity to excite controversy never ceases to surprise. Prudential Corporation. which has a big stake in Northern and is staunchly backing the manent, is behind the latest twist. The Pru has started offering to buy Northern's suspended shares at the bid price, presumably in the hope that nervous shareholders will take the cash and withdraw their acceptances. The Pru's actions make no sense unless its purpose is to kill the bid. And with CalEnergy only holding a sliver more than 50 per cent, it could conceivably succes

None of this is against the rules. But it leaves a sour taste. Not least, if the bid did fail, shareholders without access to the Pru's extravagent offer would have good reason to feel aggrieved.

But the more important question is whether the Pru is acting in its own policy-holders' best interests. However one looks at it, the insurer is taking a colossal gamble - that following its hoped-for collapse of the Calenergy bid, a higher bid, perhaps even from CalEnergy itself, would emerge. Well, maybe. But if the Pru were successful in killing the bid, the market would be in just as good a position to judge the odds. So if, as most expect, the share price were to collapse, the Pru would have a great deal of explaining to do.





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#### Europe today

to northern italy and east to the Black Sea will be wintry. Scandinavia will be cloudy. Southern Sweden and Finland will have plenty of snow. Temperatures in the most northerly parts of Europe will reach maximums of only -10C to -20C. Southern France and western Spain will be overcast with rain. Southern Italy and Greece will be cloudy with some heavy rain. The Mediterranean will have temperatures as high as 15C-20C.

Five-day forecast Greece and Turkey will be cloudy with periods of heavy rain. Most of western Europe will have wintry conditions.

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## **FINANCIAL TIMES COMPANIES & MARKETS**

December 24/December 25/December 26 © THE FINANCIAL TIMES LIMITED 1996

**LEGAL DEFINITIONS** 

**joint venture** n. 1 trip inspired by illegal substance (orig. sixties) 2 annual orthopaedic holiday 3 business planned by two or more persons, companies etc. see ROWE & MAW: asap (ph 0171-248 4282)

Rowe & Maw LAWYERS FOR BUSINESS

#### IN BRIEF ----

#### ina plans alliance with Italian bank

Ina, the partially-privatised Italian insurance group, revealed plans for a wide-ranging alli-ance with Banca Nazionale del Lavoro, the treasury-owned bank, that could transform Italian banking. The two groups are basing their plans on a successful outcome to their attempt to buy a 60 per cent stake in Banco di Napoli, bids for which closed on Friday. Page 14

LucasVarity finance director departs



Mr John Grant (left). finance director of LucasVarity, the Anglo-US automotive and aerospace components group s to leave the group less than four months after the £3.2bn (\$5.34bn) merger of the UK's Lucas Industries and Varity Corporation of

the US. The company

said Mr Grant - the last executive director of Lucas to sit on the Lucas-Varity board - had agreed to resign after it was decided he did not have the "international aptitude" for the job. Page 16; Lex., Page 12

Huhtamaki bids farewell to drug sector Huhtamaki, the Finnish international foods group, completed its withdrawal from the pharmaceuticals business with the announcement of the sale of its Star ophthalmics division to Santen Pharmaceutical of Japan, the world's second-largest prescription ophthalmic drugs company, in a FM430m (\$92.7m) deal. Page 15

Burger hattle starts to size According to Mr Robert Lowes, Burger King chairman and chief executive, the once-troubled Burger King has McDonald's, its much larger rival, on the run. Recently, Burger King's sales have outperformed its rival's and it is planning to accelerate its expansion outside the US to challenge McDonald's on more fronts. Page 14;

British Gas strikes new supply deal British Gas completed talks on altering its "take-or-pay" gas contract with the UK subsidiary of Mobil of the US, its second successful renegotiation with a North Sea producer. Under the take-or-pay contracts, British Gas is forced to buy supplies it cannot sell. Page 16

BA to pay £6m in inspirations suit British Airways has agreed to pay £5m (\$10m) to Inspirations, the UK tour operator, to settle a claim made against it by Caledonian Airways, which is owned by Inspirations. Page 16

Movartie sharen declino on debut Shares in Novartis, the Swiss pharmaceuticals company formed from this year's merger of Ciba and Sandoz, made their debut in Zurich but fell in thin trading. The registered shares closed at SFr1,488 and the bearers at SFr1,486, after both opened at SFr1,502. The SMI index fell 14.6 to 3.875.5. Page 30

18, 17 Ingelco

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Chief price changes yesterday

FRANKFURT	(ED-HIL)				
River	-		Falls		-
BASE	58.70 +		inti Skyline	0.61 - 1	
Belomout	76.50 +				LS .
DLW	93.70 +	1.70	Tanter	14.0 - 1	J.
Palls.			PARIS (FFY)		
Henkel	75.20 -	1.70			
Holzmann	340 -	8	Artols	2342 + 117	
Yes	598.10 -	8.90	Raymai Ross	665 + 56	3
NEW YORK	<b>33</b>		Sechillermo	1006 + 6	5
Rises	•		Falls		
Greacent Resi	50% +	196	Comptoirs Med	2910 - 110	
Grace WR	50% +	134	Medobasca	8130 - 17C	
Thamp Dec	36% +	176	Staci	751 - 149	3
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Intravest	22.75 ÷	3.4	Five Stars		
In 6	4-2	7 6	Manual Multi	100 - 3	

## Crédit Agricole speeds Suez deal Deutsche

French mutual bank takes 100% of Banque Indosuez for FFr11.9bn

By David Buchan in Parls

Crédit Agricole, the French mutual bank, is to speed up the shift of its corporate banking and international capital market activities to Banque

The move follows Crédit Agricole's decision to take full control of the investment bank from the Suez group earlier than originally planned. Mr Lucien Douroux, head of

Crédit Agricole, said grouping these activities under Indosuez, whose identity would be preserved, would allow for unified trading rooms with

responsibility for products". Abroad, the reshuffle would chiefly affect London, New York and Hong Kong, he said.

Over the weekend, Crédit Agricole and the Spez group announced they would speed up their deal, struck last summer, under which Crédit Agricole bought 51 per cent of Indosuez and planned to buy another 29 per cent in 1997, leaving Sues an option to sell its remaining 20 per cent in

Crédit Agricole and Suez said they had agreed that Crédit Agricole should take 100 per

day, for a total price of FFr11.9bn (\$2.26bn). This is slightly higher than Indosuer's FFr11.79bn valuation last summer, and the communique said the price increase was the result of "interest on the fraction of capital paid end-1996". Mr Gérard Mestrallet, head of Suez, said he was willing sall earlier because integrating

quicker than anticipated. However, the sale also represents Mr Mestrallet's desire to speed up the restructuring of his financially troubled holding group - which also con-

Indosuez into Crédit Agricole

was proving easier and

gique, Belgium's largest holding company - mainly around provision of public services and specialised financial prod-

Yesterday, Suez announced that its wholly owned subsidiary, Suez Industrie, was negotiating to sell its 51 per cent stake in the salt producing Compagnie des Salins du Midi et des Salines de l'Est to Morton International, which is the biggest US salt producer.

Compagnie des Salins has a market capitalisation on the Paris cash market of about FFribn and an annual turnover of FFr1.3bn. By acquiring

is Europe's biggest non chemical salt company, Morton would become the work leader in this sector.

Suez said it would make a capital gain of FFr300m on its total sale of Indosuez and that its 1996 accounts would reflect this. It showed a FFr772m profit in the first half of this

Suez now has about FFr5.5bn cash on hand from various recent asset sales. But it is still burdened with many non-performing property loans and investments, though it is negotiating with Goldman Sachs for a bulk sale of some

### **Bank loses** top credit rating from Moody's

By Wolfgang Münchau in Frankfurt and Richard Lapper in London

Moody's Investors Service, the credit rating agency, yesterday downgraded Deutsche Bank's long-term credit rating from its highest triple-A rating to Aal. The move is a blow to Germany's largest bank, which was one of a diminish. ing band of banks to enjoy a triple-A rating from all the biggest international rating

The downgrading affects Deutsche Bank and all its subsidiaries, including Morgan Grenfell, the UK investment bank. Moody's said the frag-mentation of the German banking market fierce international competition and the stress on investment banking were adding "elements of uncertainty" which "are not compatible with the highest ratines".

Only Rabobank of the Netherlands, UBS of Switzerland and some of the German Landesbanks, or state banks, now have triple-A ratings from Moody's, Standard & Poor's and IBCA. Last month, S&P placed UBS on its watchlist for possible downgrade.

The average rating enjoyed by banks has drifted lower in recent years, according to Mr John Gibley, a director at Standard & Poor's in London. Banking is becoming more global and banks are finding it hard to retain their triple-A status and satisfy shareholder demands for a higher return on equity," he said.

Deutsche Bank, which retains its triple-A ratings from both Standard & Poor's and IBCA, vesterday said of Moody's decision: "This rating confirms the high soundness of Deutsche Bank, which is one of the strongest financial groups of the world. Deutsche ing services. Hedging and Bank is convinced that the new rating will not result in a

> ing costs. Moody's said it "continues to view Deutsche Bank as one of the world's strongest and better managed financial institutions". It said that a "key element of uncertainty for Deutsche Bank's future performance is generated by the bank's increasing challenges in its highly fragmented

## Bleak days ahead for forex traders Electronic broking and less volatile currencies have hit the business hard

W excha foreign exchange traders are begging on London streets, the new joke goes, they won't care which currency is thrown at them.

Cruel that may be, but 1996 has been a bad year for forex dealers. Hundreds have lost their jobs and more are expected to follow soon. "There's going to be another 30 per cent less currency traders in London," says the head of foreign exchange at one leading bank. He will probably shed that proportion soon, he adds.

Half the North American banks active in the currencies industry could depart from it in the next three to five years, according to participants at the Forex USA conference in Washington in October.

But some heads of foreign exchange say that, while life is tough now, it will improve. This year various banks closed some of their currencies operations, mostly those based in their foreign branches.

Bank of America and

NationsBank cut dozens of employees in London, retrenching in part to their US home bases. HSBC Midland, the UK bank, closed its marketmaking operations in New York, Paribas Capital Markets of France retreated to Paris. SBC Warburg, which had about 900 currency traders worldwide three years ago, now has about 100. Foreign exchange heads forecast a further big call at Citibank, the leader in spot foreign exchange trading.

All agree on the two main reasons for the cuts. The first is machines.

EBS and Reuters have produced electronic broking systems which quote up-to-thesecond prices for all leading currencies from hundreds of banks, and which can execute orders. The machines have steadily gained market share. despite forecasts that most traders would continue taking prices from the "voice brokers" on the grounds that "a which offered speculators sterling. computer can't buy you a scope for attacks.

On EBS's first day, in 1993, traders executed \$1bn worth of and 1994 thanks to profits trades on the system. One day last month, they executed

Secondly, many leading currencies are less volatile now than at any time since 1973, when exchange rates began floating. Mr Ian Granne, currencies trader at Schroders, monetary union arrives a the merchant bank, points out whole swathe of currencies



the Japanese currency, compared with Y25 in 1995. With prices almost static, there is little money to be made betting against particular currencies.

Christmas bonuses this year are likely to suffer, although sterling - the only major mover on the market - has helped some dealers. It has appreciated about 11 per cent

against a trade-weighted basket of currencies since August, and its bull run was interrupted by a spectacular pituage early this month.

Mir Olivier Dyer, head of foreign exchange Europe at Paribas, "it has been a difficult year for the markets". Central banks have got wise. They no longer target unsustainable exchange rates,

The foreign exchange industry expanded vastly in 1993 made from ousting sterling and the liva from the European exchange rate mechanism in 1992. Traders made £3bn from the Bank of England's bid to

stabilise the pound. But the ERM has been stable this year, and if European

currency economist at Goldman Sachs in London, said: "If the emp happens. I can't see why many banks would want to have currency traders in

Paris or Brussels. When asked about the future, heads of foreign exchange all use the same buzzwords: sales and emerging markets. "Spot trading? Forge it," says one.
"Sales" meens serving cus-

tomers, mainly companies and fund managers, who use foreign currencies to trade and invest. US banks such as Goldman Sachs also number among their customers many hedge funds, forces in the market since Mr George Soros, the founder of the Quantum fund. made \$1bn betting against

With world trade and foreign investment growing fast, banks can rely on customer sales to grow even as interbank trading erodes. Custom ers want services that help them manage their currency risk. Banks hope to sell then increasingly complex options.

Exotic currencies are considered the other bright light for the industry, because they are volatile, while trade and investment flows to developing that the dollar has moved in a will disappear altogether. nations are strong. Many a

#### to find a new job trading Malaysian ringgits and Thai bahts when Emu arrives. But Mr Andy Siciliano, head of foreign exchange at SBC Warburg, believes many banks

are too optimistic about the new markets. "Some of these guys are going to get killed," he says. "How much can you make on non-deliverable currencies and the like?" It can be hard to reach customers in a country such as China, and it

other products will be needed. Mr Siciliano predicts that in three years only six or so banks will still have global currencies trading operations. That should mean easier profits for the survivors, which will beef up their sales sides and offer currencies services to regional banks. But most predict things will get worse

before they get better.

Simon Kuper



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## Largest UK investor tries to defeat CalEnergy power bid

By Simon Holberton

The £782m (\$1.3bm) hostile bid by CalEnergy of the US for the UK's Northern Electric took an extraordinary turn yesterday when Prudential Corporation. Britain's biggest investor, attempted to defeat the bid by offering cash to investors which had already accepted

Trading in Northern's shares was suspended yesterday pending the outcome of its appeal to the Takeover Panel, the UK extension of Calknergy's offer until 1pm today.

It was unknown how many shares, if any, Prudential acquired yesterday, but it was said to be offering 650p a share - CalEnergy's hid price - to partisan stance. One utilities decision that it should not be any shareholders prepared to analyst said that because Prurevoke their acceptances of the

offer, which can be done up to eral one to the market, some the time the offer is declared

Prudential would not comment. However, the institution has backed the Northern board throughout the bid and believed CalEnergy's 650p offer CalEnergy said it had so far

received acceptances for 50.9m shares, or just 50.13 per cent of Northern Prudential would have to buy 132,033 shares to defeat the bid. The US bidder urged share-

holders to accept its final offer. receipt of their cash and demonstrate their view of the events at issue", it said. The City of London was sur-

prised that Prudential was taking such a high profile and dential's offer was not a resi-

shareholders "not in the loop" were at a disadvantar

Prodential entered the market at the same time as Northern was fighting for its indehearing. The electricity company won the right to appeal against a decision by the panel late on Friday to extend Cal-Energy's bid until 1pm today. An outcome of the appeal is hoped for today.

If Northern wins its appeal then it may retain its independence. At the time of the origitakeover watchdog, about the This would "accelerate the nal close of Calknergy's offer on Friday, the US group had received acceptances for only 49.77 per cent of Northern.

Northern's broker, however, lost its appeal against a panel paid a £250,000 performance-

#### Siemens to acquire Elektrowatt stake

CS Holding, the Swiss bank, said Siemens, the German conglomerate, would buy its stake in Elektrowatt AG's industrial operations for SFr1.1bn (\$823.7m), or SFr285 a share. It said Siemens would then make a public offer for the remaining shares in Elektrowatt's industrial

CS Holding said Siemens would buy the 44.9 per cent stake after the conclusion of the Elektrowatt spin-off of its utility operations into Watt. The spin-off will be proposed to the annual meeting on February 19. Elektrowatt's industrial operations after the Watt spin-off will be Landis & Staefa, Cerberus, Kummler & Matter, Vibro-Meter, Goehner Merku, Landis & Gyr Utilities. Landis & Gyr Communications and Elektrowatt Engineering. Siemens would set a definitive takeover price after due diligence, and the public takeover offer is foreseen at the same price. The transaction was subject to approval by the various regulatory authorities.

In a joint statement, Siemens said it intended to centralise its worldwide building infrastructure and security technology operations with the Landis & Staefa, Cerberus and Landis & Gyr business units. Siemens also expected to expanded its worldwide electronic counter activities with the purchase. "This opens excellent future perspectives for the Elektrowatt Group and with that for the jobs among the combined activities," CS Holding said. The takeover wold allow a number of advantages in research and development for both companies, they said.

Mr Heinrich von Pierer, Siemens chairman, said of the takeover offer. "The purchase of the industrial portion of Elektrowatt will bring Siemens to further leading positions in important business fields on the global market." Mr Rainer Gut, CS Holding chairman, said: "We are extraordinarily satisfied, that for both the utility as well as the industrial activities, tenable and promising solutions could be found." Mr Oskar Ronner, Elektrowatt chief executive said: "The agreed solution offers large industrial opportunities."

#### FDA approval for Teva drug

Teva Pharmaceutical, the Israeli drugs group, has received marketing approval from the US Food and Drug Administration for Copaxone, for the treatment of patients with relapsing remitting multiple sclerosis. Teva said the drug would be available in the US in early 1997, and be launched in Israel by the end of this year. It has also filed for regulatory approval in the UK, Canada and

Copaxone will be marketed in the US by Teva Marion Partners, a partnership between Teva Pharmaceuticals USA and Hoechst Marion Roussel. The product will compete with drugs from Schering of Germany and
Riosen of the US.

AP-Dow Jones, Jerusalen

#### Warning from Renault chief

Mr Louis Schweitzer, Renault chairman, said he expected the European car market to decline in 1997, making the business environment for the automaker even more difficult than this year. "The fall should be in line with our forecast for the French market, which we see going from 2.1m units to 1.9m," he said in an interview with La Tribune, the French newspaper.

Comments and press releases about international companies coverage can be sent by e-mail to international companies@it.com.

## Ina, BNL plan link-up if Napoli bid succeeds

By Robert Graham

Ina, the partially-privatised Italian insurance group, yesterday revealed plans for a wide-ranging alliance with Banca Nazionale del Lavoro, the treasury-owned bank, that could transform Italian

The plans are based on a successwhich accounts for 18 per cent of retail banking business in southern

Friday's deadline for bids for ability that the treasury will not Banco di Napoli, underscores the subscribe to a new capital increase. insurance company's confidence of and that the winners will have to securing the bank.

di Napoli is Mediocredito Centrale, the demands of European Union the medium and long-term credit competition policy. institution owned by the treasury. Mediocredito is understood to have ful joint bid to buy 60 per cant of placed a very low bid, simply to the troubled Banco di Napoli, avoid being penalised for withdrawing from the contest.

The Ina-BNL consortium is thought unlikely to have offered minister, appeared to confirm this Under this arrangement, BNL

inject some L1,000hn, thus acquir-The only other bidder for Banco ing complete control and satisfying

> The treasury has already said it will transfer up to L12,000bn of doubtful loans off Napoli's balance a Banco di Napoli shell company.

Mr Romano Prodi, the prime

deadline for announcing the bid worth LS00bn. winner.

the same interview. Ina would first move into banking via the Banco di Napoli deal, and then be the core shareholder for the privatisation of BNL itself, he said. This was confirmed by ina.

Yesterday, ma said that in the sheet to a "bad bank" formed from event of a successful Banco di Napoli bid, it would form a company with BNL on a 51:49 per cent basis.

Ina's decision to unveil the more than Li20bn (\$78.5m). This outcome in a newspaper interview, would cede its life assurance arm, scheme yesterday, following last low figure reflects the strong prob-

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Ina would also be able to use He also outlined Ina's strategy in Banco di Napoli's 750 branches and the 650 BNL branches for selling

Im insisted yesterday that these plans would have a "substantially neutral" effect on its 1997 balance sheet, but would be felt more

As for BNL it is believed that the bank will soon begin to show the effects of two years of restruct-

## Battle of the burgers starts to sizzle

much the same as another to the uninitiated. But can it be possible that Burger King's Whopper really does taste beiter than a Big Mac?

You might think so, to listen to Mr Robert Lowes, Burger King chairman and chief executive. Taste tests prove it's a superior product, he says. "It's the flame broiling. It gives it a much stronger taste and a much better taste. It's not a greasy, fried

The obvious sideswipe at McDonald's is hardly surprising. Although Burger King traces its roots to 1954, a year before the first McDonald's opened, the company has been left in the shade by its much bigger rival.

To give perspective, the McDonald's empire embraces more than 20,000 restaurants in 101 countries, and had sales of \$30hn in 1995. Burger King has 8,700 restaurants in 56 countries, with systemwide sales of \$9hn in the year to September.

According to Mr Lowes, however, the once-troubled Burger King has McDonald's on the run. Earlier this year, McDonald's launched a new range of deluxe burgers in the US with a \$200m promotional blitz: yet it has suffered a 3 per cent decline in US same-store sales, while Burger King's have risen. In October and November, they shot up 8 per cent.

Not all the news is good. In the year to September, the scare over BSE, or mad cow disease, hit sales in the UK.

ne burger may taste Burger King's biggest market outside the US. As a result, overall trading profits were virtually flat at \$258m. But Mr Lowes says volumes in the UK are already back to their original levels. thanks partly to the recent launch of the meat-free BK Veggie Whopper. This, coupled with Burger King's momentum in the IIS and opportunities for expansion

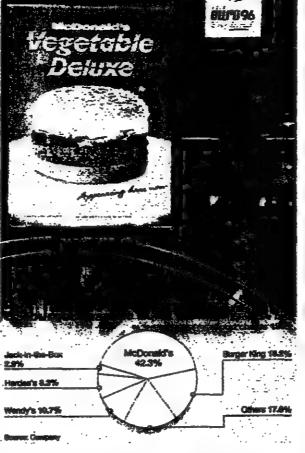
> This was hardly the case a few years ago. In 1988 Burger King became part of the UK's Grand Metropolitan group when GrandMet bought Pillsbury, Burger King's US parent. For a while, it seemed to lose its way, undergoing several changes in management and strategy.

overseas, means the compa-

ny's outlook is sizzling.

Mr Paul Clayton, head of marketing, says that in the late 1980s and early 1990s, Burger King was looking for a new product that would provide the key to growth. But three years ago it decided to return to basics by concentrating on the four elements that define fast food for the consumer: quality, service, cleanliness and

After that, Burger King belatedly caught on to the fact that its menu was too expensive, and cut prices. Advertising started to stress Burger King's market King a year ago, was to halt strengths: the flame broiling and "have it your way" choice of dressings. Then the company improved the size and quality of its products without increasing prices.



CALL FOR EXPRESSIONS OF INTEREST IN

PURCHASING PYRITE CONCENTRATE OWNED

FERTILIZERS COMPANY SA" OF ATHENS GREECE

ETHNIKI KEPHALEOU S.A., Administration of Assets

and Liabilities, of 9A, Chryssospillotissis St., Athens,

10560, Greece, in its capacity as Liquidator of "HELLENIC

CHEMICAL PRODUCTS AND FERTILIZERS

COMPANY SA", a company with its registered office in

Athens, Greece, (the "Company"), presently under special

liquidation according to the provisions of Article 46a of

Law 1892/1990, by virtue of Decisions No. 4299 and

7714/92 of the Athens Court of Appeal invites interested parties to submit within twenty (20) days from the

publication of this call, non-binding written expressions of

interest for the purchase of 55,040 DMT of pyrite

concentrate with gold content of approx. 22.7 g.p.t. being

The Company's assets will be sold by way of Public Tender

in accordance with the provisions of Article 46a of Law

1892/1990, (as supplemented by art. 14 of L.2000/1991 and

subsequently amended) and the terms set out in the call for

tenders for the sale of the above assets, to be published in

For the submission of Expressions of Interest and for

obtaining a copy of the Offering Memorandum, please

contact the Liquidator's Agent Mr. Efstratios Michaelides,

20, Amalias Avenue, Athens 10557, GREECE, Tel: +30-1-

the Greek and foreign press on the date provided by law.

part of the assets of the company.

32.26.334 fax: +30-1-32.21.103.

Lowes, a GrandMet insider who took over at Burger the process of franchising out company-owned outlets. in the past, the gains on selling the tranchises had given a cosmetic boost to Burger King's (and GrandMet's) bot-

owned operation had shrunk to the point where it was no longer providing enough opportunities up-end-coming managers.

Now, Burger King is building new company-owned stores in addition to those being opened by franchisees. An early move by Mr tom line - but the company- The chain is growing fast: a

record 755 outlets opened in the year to September, one-third of them outside the US. for RPR In the UK. Burger King signed a deal with Granada to open 75 restaurants at motorway service stations.

As Mr Lowes concedes, Burger King's most obvious weakness is its weak international exposure: it has only 1,800 restaurants outside the US, compared with nearly 8,000 for McDonald's. So the company is drawing up plans for an acceleration of its international expansion - but it is likely to focus on reaching critical mass in the countries where it is already present, rather than entering new markets.

"The world is so large, and each of the markets is so complex, that you don't want to stretch yourself thin or just plant flags around the world," Mr Lowes says. "At this point in time, we are more concerned about doing well in the markets we are in than how many different markets we enter.

Mr Lowes says experience has shown that Burger King can compete anywhere in the world with McDonald's. "It doesn't matter if they have got thousands of restaurants and we are so small: if we do a good job and do it right, we can be very, very successful against them. We are proving it in the US, and we have a number of markets where we are showing it can be done. We just need to take it to the next level." Lex, Page 12

Richard Tomkins our future business."

## Roche to pay \$94m brands

Roche, the Swiss pharmacenticals group, said it would buy the European vitamin and tonic brands of Rhone-Poulenc Rorer, the US-listed drugs group controlled by Rhone-Poulenc of France, reports AFX News in Zurich.

The transaction would include the sale of product rights and inventories in Germany, Switzerland and Poland for tonics, vitamins, and garlic supplements. Lead brands to be sold include the Biovital line of

tonics and Ilia Rogoff, a garlic supplement. The 1996 sales of the brands were \$60m. Roche

Rhone-Poulenc Rorer said it agreed to sell the various

products to Roche for \$94m. "These products have been identified as not strategic to Rhone-Poulenc Rorer's self-medication business," it added.

"RPR will have realised about \$850m from divestitures in 1996, which exceeds the 18-month target of \$750m announced at the beginning of this year," said Mr Patrick Langlois, Rhône-Poulenc Rorer executive vice-president and chief Drupcial officer.

"This transaction reflects our ongoing commitment to refocus our resources to areas deemed strategic to

STET - Società Finanziaria Telefonica - per Azioni tered office in Turin - Corporate Headquarters in 1 Capital Stock L. 5,281,212,121,000 fully paid-in ntered under No. 286/33 in the Ordinary S Company Register of Turin - Tex I.D. No. 00471860016

#### NOTICE PURSUANT TO ARTICLE 5 BIS OF LAW No. 216 OF JUNE 7, 1974 OF THE REPUBLIC OF ITALY

Notice is hereby given that on December 20, 1996, the Italian Ministry of the Treasury has made public its purchase of the interest held by istituto per la Ricostruzione industriale (IRI) S.p.A. in the share capital of STET - Società Finanziaria Telefonica - per Azioni, consisting of 2,349,420,791 ordinary shares, par value 1,000 lire each, equivalent to 61.27% of the 3,834,312,121 shares comprising the total share capital.

The Ministry of the Treasury also purchased the 13,477,353 savings shares held by Istituto per la Ricostruzione Industriale (IRI) S.p.A.

As a result of this transaction, the Ministry of the Treasury, in addition to obtaining direct control of STET, has also acquired indirect control of the other companies in the STET Group, including, in particular, the following publicly traded companies:



Ragistared office in Turin - Corporate Headquarters in Rome Capital Stock L. 8,204,071,437,000 fully patch in Entitled under No. 131/17 in the Ordinary Section of the Company Register of Turin - Tax I D. No. 00980600013



Società per Azioni Registered office in Turin - Branch office in Rome Ladai Sack L. 410.203.577; 800 killy paid-te Entered under No. 2882/65 in the Ordinary Sacillan of the Company Register of Turin - Tax I.D. No. 06947890016



AMENDMENT ADVICE

Istituto Bancario San Paolo di Torino S.p.A.

US\$ 150,000,000

Floating Rate Depositary Receipts due 1997

Please be advised that the Coupon Amount payable on the relevant Interest Payment Date, June 20, 1997 will be USD 1,485.07 and not USD 1,485.23 per Receipt relating to a Deposit of USD 50,000 and USD 7,465.15 per Receipt relating to a Deposit of USD 50,000.

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Rome, December 22, 1996

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High Income Balance Fund

Notice is hereby given that High Income Balance Fund shall be

dissolved as of the 30th December 1996 and all shares outstanding as

at such date shall be redeemed at the net asset value calculated on

30th December 1996. Payment of the redemption proceeds shall be made by Banque Générale du Luxembourg S.A., Luxembourg as

INVESCO LUXUMBOURG S.A.

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NBD BANCORP, INC US\$100,000,000 Floating rate subordinated notes due 2005 Notice is berely given that

for the interest pursuit 24 Documber 1895 to 34 Higgel 1997 the interest rate has been fixed at 5,75%. Interest payable on 24 March 1997 nill amount to US\$143.75 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company **JPMorgan** 

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For the period from December 20, 1996 to March 20, 1997 the Notes will cast to market 20, 1991 the roces with carry an interest rate of 5.40% per amount with an interest amount of FRF 135 per FRF 10,000 Note, FRF 1,350 per FRF 10,000 Note and of FRF 13,500 per FRF 1,000,000 Note. The relevant interest payment date will be March 20, 1997. Agent Besic

Guaranteed Notes due 2006

n BANQUE PARIBAS

COFINOCA FRE 1 000 000 000 FLOATER EIGHTEEN MONTH NOTES DUE 1997 ISIN CODE : ESINGAM990 Por the period December 20, 1996 to March 20, 1997 the new rate has been fished at 3.47656 % P.A.
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**Rosting Rate** Subordinged Notes Due 2009 SATAN-OF OWN Immed Amounts dies 344 March 1907 per U.S. 610,000 March 195, 976,311 per U.S. 810,000 Mater 195, 978,531

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Club Méditerranée

The Club Méditerranée Group has reported a provisional consolidated turnover of 8,012 million French francs for the year ended 31 October 1996, compared with 8,467 million francs for the year earlier period.

The decrease primarily resulted from the divestment of Maeva, which accounted for turnover of 385 million francs in fiscal 1995. This impact was partially offset by the consolidation of Forum Voyages in the fourth quarter, which added

43 million francs to turnaver. At comparable scope of consolidation and exchange rates, Group turnover was virtually unchanged, with a decline of just 0.5%.

#### Crystal Castle Euro-Finance Limited U.S. \$150,000,000

Guaranteed Asset-Backed Floating Rate Notes Due 1999

In accordance with the terms and conditions of the Notes, notice is hereby given that the interest rate for the interest Period from 23rd December, 1996 to 24th March, 1997 is 5.925% per annum. The Coupon Amount payable on the 24th March, 1997 for Notes with original principal amounts of U.S. \$10,000 is U.S. \$149.77. Bunkers Trust

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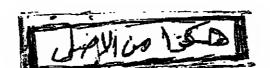
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**Financial Times** 

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#### **COMPANIES AND FINANCE: INTERNATIONAL**

INTERNATIONAL NEWS DIGEST

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PROFE TO

## American General buys life company

American General, one of the most acquisitive US life assurance companies, yesterday announced it was buying Home Beneficial, a Virginia-based life company, for \$665 cr. The deal is American General's third acquisition in the last two years, and brings its total expenditure over

The company describes its strategy for growth as opportunistic participation in the consolidation of the financial services industry". At the beginning of its acquisition campaign, in 1994, it set a target of doubling its \$45bn asset base within five years. It is already one of the largest quoted life companies, and it now has total

Home Beneficial, which has about \$1.4bn in assets, was known to have been looking for a buyer in recent weeks. Houston-based American General is one of a group of companies, which also includes GE Capital and Conseco, that has taken a lead in buying small life assurance companies, many of which are finding it hard now that they are in direct competition with commercial banks and mutual fund companies.

Mr Robert Devlin. American General's chief executive, said both companies offered similar life assurance products and used a similar distribution system in a similar geographical area – an increasingly important factor for life assurers. Home Beneficial has 1,000 full-time agents operating in six mid-Atlantic states. Mr Devlin estimated that Home Beneficial had excess capital of \$300m. He was also bullish about the prospects for growth after the acquisition, saying it could mean \$20m in annual expense savings. He predicted the purchase would increase earnings within one year of closing,

Home Beneficial shareholders will be offered a choice of ash or stock under the deal. The cash portion, which will be limited to a maximum of half the overall deal, will be worth \$39 a share. American General's shares were virtually unchanged, slipping \$% to \$40% in early trading. Home Beneficial stock was one of the strongest performers for the morning, gaining \$8% to \$38, still \$1 short of the acquisition price. John Authers, New York

#### Advancé Bank deal backed

Shareholders in Sydney-based Advance Bank yesterday voted overwhelmingly in favour of a takeover offer from St George Bank, a slightly larger regional bank based in New South Wales. More than 77 per cent of the shareholders voted, of whom 89.5 per cent were in favour of the A\$2.65bn (US\$2.1bn) proposal, which offers a combination of cash and St George shares for all Advance's ordinary shares.

Final confirmation of the takeover will be in late January, but the Australian Competition and Consumer Commission has approved the deal, and the federal treasurer has also given approval in principle. There have been objections to the voting structure of the deal, notably from National Australia Bank, one of Australia's big four banks, which has ambitions to take over St George. But the Australian Securities Commission announced yesterday it would not object to the voting structure. That issue will be the subject of a court bearing in early January.

Yesterday's vote, together with the decision by the ASC, further reduces the possibility that NAB will succeed in blocking the deal and acquiring St George itself. NAB would find it much harder to take over the arger combined bank, which will have assets of around A\$40bu and be the fifth-largest bank in Australia.

Bethan Hutton, Sudner

#### Sumitomo, Bechtel in India

Sumitomo, the Japanese trading conglomerate, and Bechtel Corp, the US engineering group, are to take a stake in a US\$1.14bn oil refinery project in India being developed by the Hinduja group, the trucks-to-power industrial house. The refinery, to be built at Hardaspur in Orisea state, will have a total refining capacity of 2m tonnes of crude oil a year. The project will also include a 250MW power station.

Mr Gopichand Hinduja, one of the four brothers that control the Hinduja group, said Sumitomo would take a 25 per cent stake in the project, while Bechtel would have 5 per cent. The Hinduja group would retain a 51 per cent stake and the balance of the equity would be offered to the public. Mr Hinduja said construction on the project would begin in about six months, for completion three Tony Tassell, Bombay

#### **ADIG** plans Poland fund

Allgemeine Deutsche investment Gesellschaft, the German-owned fund management company, is to establish a mutual fund operation in Poland with the Export Development Bank (BRE). The deal comes just after the Polish Development Bank and Kleinwort Benson investment Management won a licence from Poland's securities commission for a mutual fund operation aimed at investing in the country's securities market.

Mutual fund management in Poland has increasingly attracted the interest of foreign institutions that believe the country's stock exchange, capitalised at \$8.1bn, is set to grow. Expected pension reforms should also generate management opportunities for institutions that gain experience through mutual fund operations. BRE is a listed Polish bank 21 per cent owned by Commerzbank of Germany, which also holds a 40 per cent stake in ADIG. Christopher Bobinski, Warsau

#### Ingelco in Cuban venture

Chilean company Ingelco is setting up a joint venture in Cuba's dairy sector to produce milk products for sale to the Cuban market. The 50-50 venture between Ingelco and Cuba's state-run Union Lactea will involve a \$5m investment in a dairy plant in Cuba's central Sancti Spiritus province. It is believed to be the first foreign investment in Cuba's recession-hit dairy sector. Ingelco already has a joint venture in Cuba producing fruit juices. Pascal Fletcher, Havana

#### German telecoms opens up

The German government has granted the first licences to companies wanting to compete with the partly-privatised Deutsche Telekom in providing telephone services from January 1998.

Vehacom, the telecoms subsidiary of the Veba conglomerate, was awarded a nationwide licence. A licence for the Hamburg, Berlin, Potsdam, Frankfurt and Munich regions went to Colt Telecom of Frankfurt. A licence to operate a phone service in Cologne was granted to NetCologne, which is 75 per cent owned by the city's own utility company.

Financial details were not disclosed. Earlier this week. Mr Wolfgang Bötsch, telecommunications minister, said telephone licences would be granted in return for one-off payments ranging from DM2,000 for the smallest area to DM40m (\$25.7m) for a nationwide network such as that Peter Norman, Bonn granted to Vebacom.

#### **Brazil plant for Asia Motors**

Asia Motors, the South Korean automotive manufacturer, said yesterday it would spend \$500m to build a factory in the state of Bahia, Brazil - its first such investment outside South Korea. The announcement, which was expected for some months, follows a presidential decree last week granting tax incentives to vehicle manufacturers setting up in Brazil's underdeveloped Jonathan Wheatley, São Paulo

## Huhtamaki sells remaining drugs unit US drugs

Huhtamaki, the Finnish international foods group, yesterday completed its withdrawal from the pharmaceuticals business by sellthe world's second-largest prescription ophthalmic

drugs company. The FM430m (\$92.7m) deal, to be concluded early in the

marks the culmination of a restructuring in 1996 aimed at narrowing its focus to two core areas: confectionery and food packaging.

Mr Takakazu Morita, Santen president, said the acquisition of Star, which had ing its Star ophthalmics divi- 1995 sales of FM130m, was rophthalmics divi- 1995 sales of FM130m, was man drugs group, for to Santen an important step in San- FM1.4bn in July. Pharmaceutical of Japan, ten's development outside its traditional Japanese market. Santen, which derives 90

per cent of its \$600m annual sales from ophthalmic pharmaceuticals, said Star's mannew year, will form a ufacturing facility in Tamp-launch-pad for Santen's ere, southern Finland, would entry into the European be suitable for its worldwide

pharmaceuticals was triggered by high research and development costs and lack of international marketing clout. It sold its main pharmaceuticals subsidiary, Leiras, to Schering, the Ger-

Huhtamaki's most-traded I-shares advanced FM4 to FM311 in Helsinki yesterday. The stock, which started the year at FM105, has more than doubled in value in

ing drive. "Huhtamaki has done the organic growth. Huhtamaki

Hubtamaki's exit from right thing. Pharmaceuticals is a very research-intensive business and two core areas are enough," said Mr Hans Boström, Finnish analyst at Paribas Capital Markets in London.

> He suggested the stock was around 15 per cent undervalued, and predicted strong annualised growth of 15-17 per cent for Huhtamaki in the next five years.

Mr Timo Peltola, Huhtamaki chief executive, said the company would seek to 1996, reflecting market expand its remaining approval for the restructur- operations in 1997 through a blend of acquisitions and

aging capacity in Poland and Russia, and build a plant in

In confectionery, the company would expand into Asia via two joint ventures: one with East Asiatic Company a Danish-based international marketing group, and the Indian sugar confectionery

Huhtamaki in October sold its US confectionery operations to Hershey Foods of the US and bought Hershey's confectionery operations in Germany and

pharmaceuticals company Schering-Plough will pay the Boston-based biotech group Genome Ther apeutics up to \$67m as part of an asthma research colaboration between the two. writes Daniel Green.

group in

biotech

alliance

Under the terms of the deal, Genome will identify genes and associated proteins for use by Schering-Plough in developing new pharmaceuticals.

The deal could be important for Schering-Plough because the company is one of the few in the US with big selling products in asthma. European companies Glaxo Wellcome and Astra dominate the market.

Schering-Plough will pay Genome an undisclosed upfront licence fee, fund a research programme, make milestone payments and pay royalties based on sales of products developed under the tie-up.

These payments to Genome could reach \$67m. excluding royalties, with about \$22.5m coming from licence fees and research payments and \$44.5m from milestone payments.

## Lippo unit buys into leading retailer

Multipolar Corporation, Indonesian information technology and retailing company which operates a number of the country's foreign franchises, including Wal-Mart Stores of the US, plans to take a majority stake in the country's largest chain store owner, Matahari Puira Prima. The move would give it share capital, at Rp3,200 a share. access to hundreds of outlets outside

Officials at Multipolar, part of the banking-to-property Lippo conglom-erate, said the company planned to Rp300.39bn and Rp311bn financed take a 50.1 per cent holding in Mata-

hari if shareholders of both companies approved the deal at a meeting scheduled for January 30.

Multipolar plans to pay Rp673bn (\$285.1m) for 45 per cent of Matahari owned by Mataharijaya Putraperkasa, the holding company of Matahari's founding shareholder, Mr Hari Darmawan-owned. It is also tendering for 5.1 per cent of the issued

Financing for the acquisition is still sketchy. Officials said the approach would be three-pronged, with 12- and 24-month non-interest

bearing notes, respectively. Ana- more than 80 department stores lysts, however, noted a rights issue

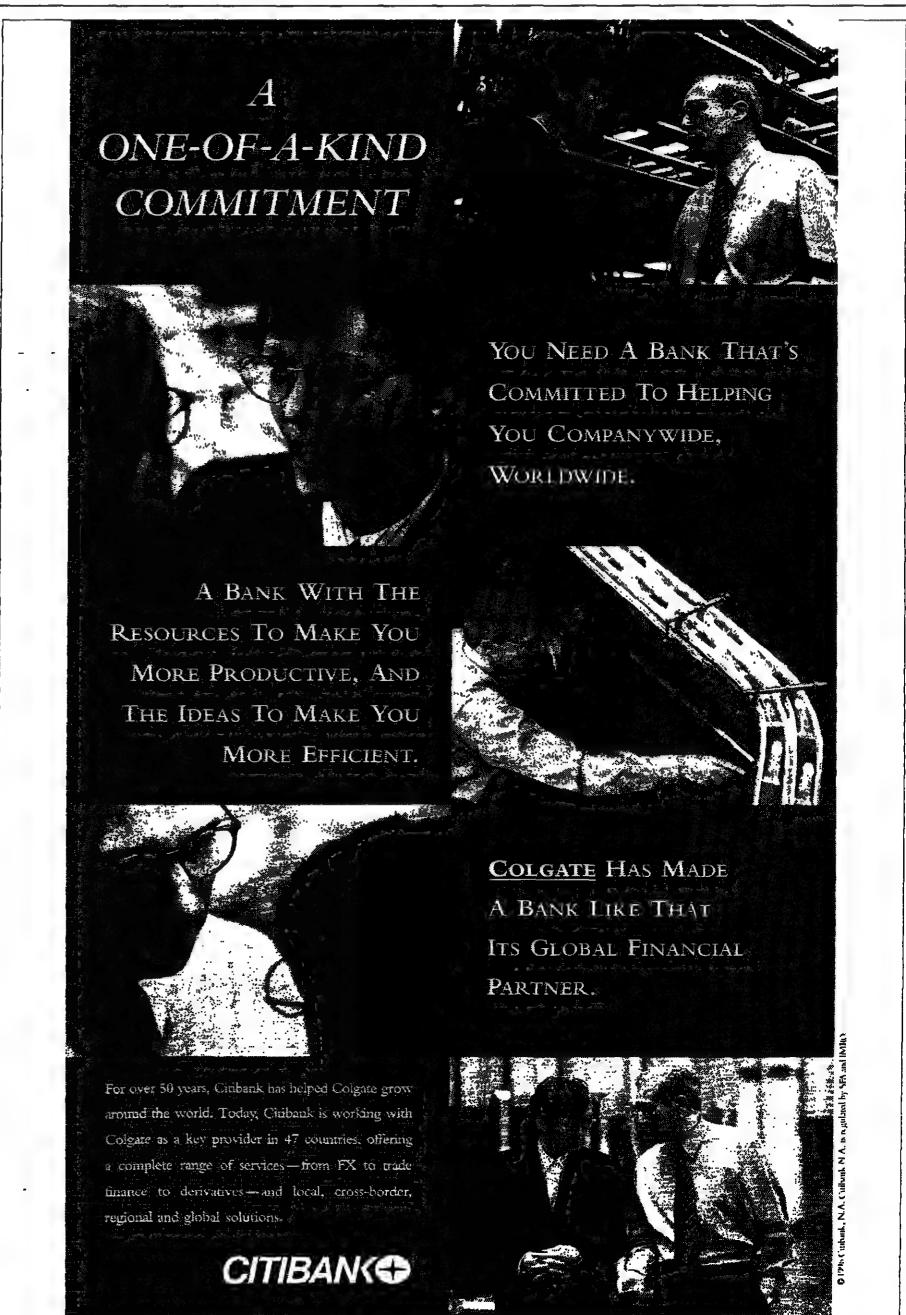
Matahari's department stores, which sell everything from foods to furniture, cater to low to middleincome consumers, while most of Multipolar's franchises, which include J. C. Penney and Fireworks Family Entertainment centres, tar-

get higher-income brackets. Benefits of the acquisition are expected to flow mainly to Multipolar. Its Wal-Mart franchise, one of the few foreign stores in Indonesia to target middle-income consumers,

around the archipelago. In the past year, Matahari has viewed the entry of Wal-Mart as

competition, and responded by opening its first hypermarket style store, Mega M, in Jakarta. "At least now we won't see a Wal-Mart opening up across the street from Mega M. and Matahari needs the management and technology that a foreign retailer can bring," said Mr Rudy Ramawy, analyst at Peregrine Sewu Securities in Jakarta. Matahari's shares closed up Rp125

at Rp2.850, while Multipolar was



#### COMPANIES AND FINANCE: UK

## Lucas Varity finance director quits British Gas and Mobil

By Tim Burt

LucasVarity, the Anglo-US automotive and aerospace day announced the surprise four months after the £3.2bn (\$5.3bn) merger of Lucas Industries and Varity Corporation of the US.

The company said Mr

for the job.

Sir Brian Pearse, Lucas-Varity chairman, said: "The board decided we wanted a components group, yester- finance director who was more global in outlook. I departure of Mr John Grant. should think John was disits finance director, less than appointed, but we needed a Mr Grant - the only

remaining executive director of Lucas to sit on the Lucas-Varity board - has been Grant, 49, had agreed to replaced by Mr Neil Arnold, resign following a board a 49 year old Briton who was meeting last week, where it chief financial officer of Varwas decided he did not have ity for six years before the

positions at the enlarged mer Varity directors. Mr Vic- year. tor Rice, formerly Varity chairman, is chief executive. Mr Tony Gilroy, the US group's chief operating officer, has become president of the transition team overseeing the merger; and now Mr

Mr Grant was said to be on holiday yesterday and was unavailable for comment. He is expected to receive compensation for loss of office

Mr Grant's departure folof the senior management at LucasVarity, including Mr. Bryan Mason, Lucas's personnel director and Mr Mike Beard, its head of corporate Arnold has become finance affairs.

Mr George Simpson, formerly Lucas chief executive. left the group before the merger to become managing director of GEC.

The three most senior based on his two-year roll- been a reverse takeover by ing contract and annual Varity, at least in manage group are now held by for- basic salary of £223,975 a ment terms," according to one industry analyst.

Sir Brian, however, dislows the removal of a third missed that suggestion. pointing out that a majority of the operating businesses were run by former Lucas

> Nevertheless, another board member said several more management changes were likely, following completion of the group's £250m restructuring, announced earlier this month.

## in 'take or pay' deal

By Robert Corzine

British Gas yesterday prices. renegotiated its second "take or pay" gas contract with a leading North Sea producer.

The successful renegotiation "significantly reduced" the biggest threat to the viability of Centrica, the soonto-be demerged domestic gas supply arm, according to company executives.

No value was placed on the deal with the UK subsidiary of Mobil of the US, system. which is British Gas's fifth largest North Sea supplier. But the company said it meant that about a fifth of its "exposed contracts" had now been renegotiated.

Under the take-or-pay contracts - worth tens of billions of pounds - British Gas must pay for gas, even though the advent of competition in the UK has left it with a large

Unlike an earlier deal with British Petroleum, the agreement with Mobil was aimed in February. But Mr Ken-

umes than securing cheaper

Mobil agreed to cancel two of its supply contracts with British Gas, while prices on three others will be "reduced to market levels on a phased basis...

In exchange, British Gas will transfer to Mobil a 5 per cent stake in the Beryl field, 29.5 per cent of the Nevis field and 2.5 per cent of the Sage offshore gas pipeline

The assets will boost Mobil's reserves by 27m barrels of oil equivalent ~ including gas - in its core area of Beryl. Mobil holds a 45 per cent stake in Beryl. and has nursed a grudge against British Gas for previously pre-empting its entry into Nevis.

None of the assets belong to Centrica, the domestic gas supply company with the take-or-pay liabilities and which is due to be demerged

**BA** settles Inspirations

more at reducing gas vol- noth Gardener, British Gas's chief negotiator, said it was unlikely that Centrica would have to look to British Gas's exploration and production division for further assets.

Straits role

"This was a one-off." he said yesterday. Mobil had indicated its interest in the Beryl and Nevis as early as last February.

Yesterday's deal follows a £250m (\$417.5m) deal with BP earlier this mouth. British Gas's exploration and production division has also agreed new terms for its con-

Centrica's new management has been keen to secure at least a few agreements before the end of the year in order to smooth the way for the demerger, due on February 17.

Mr Gardener said "a pause for reflection and review" of the Mobil deal, as Centrica's management needed to devote its full attention to

## Northern bid goes into extra time

Fee to BZW throws the result into doubt, says Simon Holberton

company, seems fated to occupy a singular position in Britain's stock market his-Northern was the com- BZW - though the brokers pany that first alerted investors to the hidden wealth

contained in rec balance company under hostile sheets when in 1994-95 it attack can buy shares in the mounted and won a "scorched earth" defence against conglomerate Trafalgar House involving a return length basis. to shareholders of large amounts of cash.

unprecedented wrangle with the Takeover Panel which will decide the fate of the £782m hostile bid for the company from CalEnergy, per cent and one share it an aggressive US independent power producer. At the centre of the dis-

pute is the behaviour of one of its advisers. Barclays de Zoete Wedd, and the circumstances surrounding North- 1pm today. It also prohibited

Newcastle-based a special performance regional electricity related payment of £250,000. The Panel has been investigating whether this payment was linked to the purchase of Northern shares by

> deny any connection. In Britain, advisers to a target company if they can were done on an arm's

Concern about BZW's role emerged at 1pm on Friday – And last night the com- the day and hour CalEnergy pany was embroiled in an set for the conclusion of its offer - when US bidder had managed to win acceptances for only 49.77 per cent of Northern - short of the 50 needed to declare its bid unconditional.

> Instead, in an unprecedented action, the Takeover Panel stepped in and allowed the bid to continue until

from buying shares in Northern, and froze payment to BZW of the bonus

By yesterday CalEnergy was claiming to speak for just over 50 per cent of the reserved a final judgement, pending appeals by both BZW and Northern.

The origins of the dispute seem to lie in a meeting Mr Ian Watts, a director of BZW, had with Mr David Morris, Tuesday last week. At that change to the flat fee either meeting, Mr Watts told the Northern chairman he £250,000 performance fee because of the quality of its advice. The possibility of such a fee had been negotiated at the start of the bid by Mr Simon de Zoete, BZW vice-chairman, in addition to a flat fee from Northern of

£1.5m.

orthern Electric, the ern's agreement to award it both BZW and Schroders accounts of Mr Morris's reaction. Some say he demurred and said the board would discuss the matter later. A BZW spokesman disputes this. He said there was "certainly no indication to us that they [Northern] were not minded to pay us the

additional fee". On Wednesday, BZW and Schroders, another adviser to Northern, approached the Panel to seek approval to buy Northern shares. That approval was forthcoming after assurances were given Northern's chairman, on that there had been no would earn from defending the bid. The two stepped into thought his firm deserved a the market and between them bought 23 per cent of

> That night the full Panel heard an appeal by CalEnergy on the share purchases by Northern's advisers. It dismissed CalEnergy's appeal and said share dealings were allowable because

Northern at a total cost of

around £14m.

"there would be no change to the flat fee basis of [the advisers'] remuneration". The Panel said that it has long been accepted that the code permits advisers to buy

he following day, Northern's board met to approve the fees payable to advisers. That meeting agreed BZW deserved an extra £250,000 fee because of the quality of its advice during the

But just before 12.30 on the last day of the bid

the Takeover Panel rang CS First Boston, Calknergy's adviser, and requested a delay in the announcement of the bid outcome. The Panel had come into possession of new information which might have a bearing on the bid, the bank was told. It subsequently came out that BZW had informed the Panel of the £250,000 fee at about noon on Friday.

#### Grafton buys Dublin property

Grafton Group has acquired an investment property in Dublin for 25.8m.(\$9.7m)

The property, a hotel trading as the Rathmines Plaza Hotel, is being sold by O'Dwyer Real Estate Company on a sale and leaseback

## dispute with £6m payment to the FTSE Leisure & Hotels Incien

Industries Correspondent British Airways has agreed to pay £6m (\$10m) to Inspirations, the tour operator, to settle a ciaim made against

it by Caledonian Airways. Inspirations, which bought Caledonian two years ago from BA, blamed BA, its aviation and maintenance supplier, for late delivery of aircraft which led to flight delays in the peak season. Subsequent bad publicity adversely affected September holiday sales. The tour operator, which

Daneshkhu, Leisure

has up to 4 per cent of the package holiday market, yesterday reported pre-tax losses of £13.2m in the year to September 30, compared to pre-tax profits of £7.7m collapsed in July.

The total cost of the delays tion and maintenance divi- work had taken longer than to £403,2m.

VAVAVAVAVAVAVA

sion was £17m. An additional 22m loss was made after writing off a loan to The Flight Company, the Kingston-upon Thamesbased tour operator which

Dec 92 '84

British Airways acknowledged: "There were occaand disruption in its avia- sions when engineering

It has paid £1.6m in cash and will subscribe for £4.4m of new unlisted convertible preference shares at 770 a share, after shareholder approval.

The shares, which reached a high of 152%p at the end of August, last night rose ip to close at 75 ap. BA has also agreed to

stablish dedicated engineering facilities for the Caledonian fleet.

The final dividend (2.8p) will not be paid. The interim was 0.78p; last year's total dividend was 3.50. Mr Vic Fatah, chief execu-

tive of Inspirations, said the summer 1997 programme had been reduced. Sales of winter 1996/97 holidays were 47 per cent up on last year. while next year's summer holidays were up 10 per cent. Turnover rose 13 per cent

(-) 0.438 (356) 13.21.\$ (7.41) 3.77 (0.073) 0.019 13.01 (- ) . 27.861 + (18.36 ) 7.861 (8.42 ) 0.81 (0.6 ) 1,47 3.5 403 \_\_ 8 militar to Sect 50 0.101 \_\_\_\_ 6 miles to Oct 31. 4.56L (1.06L) (0) Eumings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After o

clance sheet

Rather than sending out Christmas Cards this year, the Financial Times has donated advertising space to the UK charity for the homeless, Crisis. This has enabled Crisis to raise around £170,000.

We would therefore like to wish all our readers, advertisers, suppliers and friends a very happy Christmas and New Year.



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INVESTMENT BANKING. FROM

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#### Srednicki takes AT&T cards role

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AT&T Universal Card Services, the loss-making credit card division of the long distance telecommunications giant, has landed Rich Srednickl, a former head of credit cards for Citicorp, the largest US card issuer, as its new chief executive. AT&T, the third largest card issuer in the US by number of cards, had parted company with

to be for "personal reasons". Shortly afterwards, it announced losses of \$35m for the third quarter, caused mostly by a rise in the proportion of loans it had to write off to 6.15 per cent, significantly above the industry average.

tive, in September. This was said

Srednicki, 49, is currently general manager of Citicorp's German consumer banking division, but ran its Visa and Mastercard operation in the US from 1990 to 1993. He has also led Citibank's attempts to cross-market its products: John Walter, AT&T's president, said that Srednicki, who will start his new job next month, would "build creative marketing linkages" with the company's other services.

settles laspiration ? While at Citibank, Srednicki led an aggressive campaign to limit the growth of AT&T's Universal card when it was launched in 1990, launching a rival card in conjunc-

Hilary Weston, wife of

ONTARIO. She will take

her the British Queen's

and nominal head of the

January 24.

representative in Ontario

provincial government, on

Jack Krol, 60, president

and chief executive officer of

DuPont, joins the board of

J.P. MORGAN & Co and its

Guaranty Trust Company of

New York, from January 1.

■ Kevin Jenkins, president

Westaim Corporation, an

development company; and

John Willson, president and

Dome, the Canadian mining

Rossello has been appointed

vice-president of the new EU

company, have joined the

board of CANADIAN

■ Spaniard Jose Elena

PETROLEUM.

chief executive of Placer

and chief executive of

Alberta research and

principal banking

subsidiary, Morgan

Galen Weston, the Canadian

foods millionaire, is to be the

next Lieutenant Governor of

over the title, which makes

tion with MCI, then the second largest long distance telecommuni-cations provider, and successfully challenging claims made in an AT&T advertising campaign. John Authers, New York

#### Bermuda exchange



banking at J.P. Morgan, has been appointed chairman of the Ber-Exchange. Scul-

offshore securities market. Sculley Brothers, a private investinvolves his brothers John (a former chief executive of Apple Comdent of HJ Heinz USA). He spent 16 years in corporate finance at J.P.

private banking. At the Bermuda exchange he succeeds Audette Exel, who recently resigned in order to return to Australia. Separately, Jeffrey Convers becomes an additional deputy chairman of the exchange. Richard Lapper, London

Morgan, before becoming head of

#### The appointment of a new chairman at Seat, the Spanish subsidtary of Volkswagen, has been accompanied by an unbeaval in its senior management.

The company confirmed last week that Pierre-Alain de Smedt, the Belgian head of Volkswagen's Brazilian operations, would take over as chairman from Juan Llorens, whose three-year contract expires at the end of the month. At the same time it named Erich Krohn as vice-chairman and

finance chief to take over from 33year-old Utz Claassen, who is leaving to become chairman of Sartorius, a precision engineering company based in Goettingen, Germany. Claassen was known to be unhappy with the planned change at the head of Seat.

The new chairman, who has spent four years as head of Volkswagen do Brasil, will also take charge of purchasing. The current purchasing chief, Francisco Garcia Sanz, is moving to the company's supervisory board, taking the seat occupied up to now by José Ignacio Lônez de Arriortúa, the former VW executive who has been charged with industrial espionage.

Another Seat vice-chairman, nersoonel chief Jochen Schumm, has heen moved to a similar nost at the Volkswagen plant in Wolfsburg. David White, Madrid



(left), probably the most powerful figure in Swiss cultural life, is joining Sotheby's, the international auction house, as

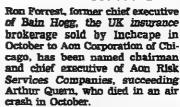
tor of its Zurich office. Her appointment is part of a move by Sotheby's, whose Swiss operations are concentrated in Geneva, to expand in the German-speaking part of

Kowner, 59, has spent the last 20 years as head of cultural and social affairs at Migros, Switzerland's biggest retailer. Migros, owned by its customers, sets aside 1½ per cent of its annual turnover for social and cultural activities. That gives Kowner control of a SFr107m (\$81m) annual budget, of which half is channeled into education: she spends almost twice as much as Pro Helvetia, the governmentsupported Swiss arts council, on cultural activities ranging from theatre to ballet and music.

Kowner built up Migros's art collection, part of which went on show in May at the new Migrosfinanced Museum of Contemporary Art in Zurich. Migros's name recognition in Switzerland, because of its cultural contributions, is second

Seat rings changes ... Kowner for Sotheby's to none and Kowner's work has been the subject of a special Harvard Business School case study. William Hall, Zurich

#### Aon's Forrest rises



The new role gives Forrest, 54, responsibility for all Aon's retail insurance broking in north and south America. He also remains chairman of UK retail broking operations.

Donald Bell, previously vicechairman of retail brokerage operations in the Americas, meanwhile becomes group vice-chairman with a strategic remit and responsibility for major clients and markets worldwide.

Fortuitously for Aon, most of Forrest's working life has been ment with Alexander & Alexander the New York-based group whose takeover by Aon earlier this month created the world's largest insurance broker. He joined Inchcape's broking arm. Bain Clarkson, in 1994 and oversaw its merger with Hogg Group to create Bain Hogg. Nim Coswell, London

■ K.S. Tso has been

appointed group managing

RIECTRIC HOLDINGS from

January 1, succeeding Ewan

Yee, who retires at the end

of the year. Tso has been an

currently managing director

of the Hutchison Whampoa

director of HONGRONG

executive director of the

Thomas Perkins, 64,

chairman of Tandem

Kevin Logan joins

Corporation, as senior

market economist in the

Computers, becomes the

16th board member at NEWS

CORPORATION, the global

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#### Arthur Sculley



ley, who is 52, joins the exchange following its announcement of plans last year to

become the first fully electronic Sculley is currently president of ment and advisory firm which also puter) and David (a former presi-

PLANT VARIETY OFFICE.

Zhu Xlaohua bacomes

chairman by Hong Kong

INTERNATIONAL Zhu, a

former deputy governor of

the People's Bank of China,

formerly managing director

of New Harbor Inc of New

general manager, financial

planning and analysis, at

■ David Williams becomes

AUSTRALIA as part of the

chairman sometime in 1997.

Broadcasting Corporation

Hickling to head the new

satellite television project

■ Jean-Pierre Rontela takes

over as chairman of MINES

DE POTASSE D'ALSACE.

deputy chairman of the

preparations for David

Hoare stepping down as

The South African

has appointed former

vice-chairman Colin

BROKEN RILL

PROPRIETARY.

BANKERS TRUST

York, becomes corporate

already chairs China

Anna Lou Fletcher.

Everbright Holdings, its

controlling shareholder.

property and securities

company CHINA

EVERBRIGHT

the French potessium chloride producer, following the resignation of Paul

CIC, the French regional banking group, has appointed Philippe Pontet as chairman, replacing Bernard Yoncourt. Pontet was previously chairman of public holding group Brap. Juan Peres has been appointed president of Snanish electronics group

Michael Lim, former vice-president at Bear Steams Asia in Hong Kong, ioins the board of AVIC GROUP INTERNATIONAL. the Chinese-based telecommunications and information systems group

AMPER

Chief Superintendent Rod Harvey is the new head of security planning for the SYDNEY OLYMPICS. He is currently head of the major incident group.

Ranita Hussein (Skrine & Co), Encik Mohammed Azian Hashim (Kompleks Kewangan Malaysia) and

Tan Leong (BDO Binder)

have been appointed to the

committee of the RUALA

LUMPUR STOCK

EXCHANGE. Chan Guan Seng (JF Apex Securities) becomes deputy chairman and Benny Ng Wu Hong has been elected to the

estificació ■ Michael Welch, 44, takes over as senior vice presiden and chief financial officer of EQUITY MARKETING, the US toys and gifts group. He succeeds Kenneth Pisher, 45. who has resigned to pursue personal business interests. Welch was most recently vice president of corporate development for Mattel, the world's largest toy company ■ Egon Berg rises to vice-president of AMERICAN HOME PRODUCTS, the US

drugs company, and Eileen ach becomes secretary. Raymond Viault, 52. vice-chairman and director of General Mills, joins the board of WILLIS CORROON the British insurance broker, on January 1 as a

non-emerative director. Raymond Veoci has esigned as chief operating officer of TOWER AIR, the US low-cost carrier. Vecci. who has only been with the airline since September, has reportedly been named

president of CARNIVAL AIR

Peter Fitzgerald, 48, currently chief executive and president of Qualex, has been named corporate vice-president and general manager of KODAK's consumer imaging busines He will keep his current reponsibilities at Qualex until a successor is appointed.

M Stanley Phernambucq. who has headed the unit responsible for the design and construction of the Los Angeles County METRO RAIL SYSTEM, is leaving on January 10 for a new post in the private sector. Michael Lambert is stepping down as secretary of the NEW SOUTH WALES TRRASURY, to join

investment bank BZW Chris McGurk, chief operating officer of Universal Pictures, joins the board of CINEPLAX ODEON, one of the largest North American cinema companies, replacing Lynwood Spinks, McGurk was formerly president of the Walt Disney Motion

Pictures Group.

This announcement appears as a matter of record only

AstraSat.



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Played Bank of Scotland Gold Ninetys:	3.30	3.90	·4.40 ·	4.65	4.65

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## Consumer confidence data lift Treasuries AT&T consumer

GOVERNMENT BONDS

By Lisa Bransten in New York and Samer Iskandar in London

vesterday on signs that consumer confidence may be

Near midday in New York, the benchmark 30-year Treasury was 7 stronger at 991 to yield 6.567 per cent, while at the short end of the maturity spectrum, existing two- to 96.9, with consumer 0.6 per cent rise in income with bunds, their yield weighed on the market, year notes rose in 10.5 to 99%, expectations falling even and a 0.3 per cent increase in spreads closing mostly including the absence of a yielding 5.817 per cent. The March 30-year bond future

added 3 at 1131/4. Trading will close at 2pm US Treasury prices gained in today and remain closed quiet pre-holiday trading until Thursday for the Christmas holiday.

Bonds were mostly flat in early trading before getting the University of Michigan's index of consumer sentiment slightly above expectations. registered a drop in December, from 99.2 in November among economists was for a Swedish bonds rose in line

further.

Earlier, traders had paid little attention to November's modest gains in personal income and consumption. Personal income rose 0.5 per cent last month. slightly less than economists had expected, while personal was 0.5 per cent stronger,

The consensus estimate

expenditure.

Rising Treasuries provided support to European bonds. which closed generally

Liffe's March hund future settled at 100.65, up 0.18. But trading volumes were modest, leading analysts to warn a lift at mid-morning, after consumption expenditure that the rise was more technical than indicative of bullish market sentiment.

French, Spanish and

unchanged. On Matif, the rate cut by the central bank, March future on 10-year French bonds closed at expected, as well as pessi-128.82, up 0.06.

UK gilts outperformed other European bonds, their 10-year yield spread over bunds tightening by 7 basis points to 186 points. Liffe's then fell another 0.20 in March long gilt future set- after-hours trading. tled # higher at 109#.

Italian BTPs, however, year yield spread of BTPs underperformed most Euro-

which had been widely mism that a metalworkers' pay dispute was unlikely to be resolved soon.

Liffe's March BTP future lost 0.10 to close at 128.50,

in the cash market, the 10over bunds widened by 7 pean bonds. Several factors basis points, to 181 points.

the procurement and pro-

cessing business and have

many customers in com-

a plan to focus on its chemi-

cals operations. In Septem-

ber, the company spun off National Medical Care, its

big healthcare unit, and has

since disclosed plans to sell

other businesses. These

include units that produce

equipment for the paper and printing industry and molec-

ular separation products for

yesterday morning to \$50,

still 32% below their level at

the beginning of October

after the spin-off of National

Medical. The company's

chairman, Mr Albert Cos-

tello, said the sale of the

cocoa operations would fur-

research laboratories. Grace's shares rose \$1%

For Grace, the sale reflects

mon," he said.

## business 'has bounced back'

By Richard Waters in New York

AT&T's consumer business has bounced back from a troubled period to end 1995 on a strong note, Mr Joseph Nacchio, the former head of the US telecoms company's ful" in attracting customers. largest business unit, said yesterday.

Mr Nacchio was speaking after resigning over the weekend to head Qwest Communications, a small private group that is building a new long-distance be thrown open to competinetwork of its own across the US.

His departure marks the latest in a series of high-level resignations from Mr Dwayne Andreas, ADM chairman, called the acquisithe largest US telecommunition "a good fit," even transition to a new managethough his company has no presence in cocoa at the moment. "We understand ment group. Commenting on the for-

tunes of AT&T's consumer business, Mr Nacchio said: "We had some difficulties at the beginning of the year, but we have recovered very handsomely from that."

The business has neared the end of the year shead of the targets that had been set for it, he said, but declined

to give further details. AT&T shocked Wall Street twice this year with news of slowing revenue growth in its consumer business, reflecting successful raids on its customers by rival

long-distance services. Mr Nacchio, a 26-year AT&T veteran, was responsible for the fist-rate calling plan, known as OneRate, that has been at the forefront of the company's attempts to win back market

Ms Geil McGovern, 44, the former head of AT&T's services for corporate customers, was appointed over equity position.

the weekend to replace Mr Nacchio, 47. Speaking yesterday, she

called competitive conditions in the consumer longdistance business "just ferocious", but said the OneRate plan had been "very success-Ms McGovern said that

her primary focus would be on "top-line growth". She takes over as AT&T is gearing up to break into the \$100bn US local telephone business, which is about to

experience of consumer markets, Ms McGovern said her experience in handling AT&T's 4.5m small business cations company, marking a customers had given her experience of marketing techniques such as market segmentation and database

marketing.
Mr Nacchio was in effect passed over when AT&T looked outside for a new president earlier this year, hiring Mr John Walter from

RR Donnelley. The previous president, Mr Alex Mandl, quit in the

summer to head another small telecommunications venture In a letter to staff yester

day, Mr Walter said Mr Naccio "has made many lasting contributions to AT&.". adding: "But he has always wanted to lead his own company, and it has become clear to him that won't happen here at AT&T."

Mr Nacchio said Qwest, which will sell capacity on its network to AT&T, among others, had presented "8 great opportunity, and a very good financial packincluding a signing-on bonus and a substantial

## TWA cuts New York services | ADM acquires

By Richard Tomkins in New York

Trans World Airlines, the smallest of the large US carriers, will start making big cuts in its operations in and out of New York next month to stem heavy losses there, particularly on

transatlantic operations. The cuts will include the axeing of its New York-Athens and New York-Frankfurt services and the replacement of its Boeing 747 airliners with smaller Boeing 767 aircraft on other transatlantic

TWA will also cut the feeder services that link its New York transatlantic services with far-flung parts of the US such as California, Colorado and Arizona. Instead, the New York hub will focus on the east-coast

The moves recognise changes in the transatiantic travel market that have followed a big increase in the number of US cities now offering direct flights to Tragic loss: TWA has been beset by problems Europe. In the last 20 years, the number of US gateway cities has risen from 11 to 30.

Since many passengers in

the US no longer need to

travel to New York to make

WORLD BOND PRICES

DENCHMARK GOVERNMENT BONDS

119.5700 116.8000 112.0600 108.8991 102-19 99-09 110-04 101-08 99-01 106.0600

+0.180 +0.240 +0.170 +0.073 -1/32 -4/32 +2/32 +7/32 +0.160



5.84 7.28 7.39 7.27 7.26 7.70 7.78 5.21 6.45 8.29

8.89 8.97 8.94 7.37 7.53 7.70 6.84 6.80 8.16

8.95 6.79 7.24 7.80 7.65 6.33 6.57 6.12

connections to Europe, TWA has had to offer low fares to attract them to its services. Even then it has found itself with surplus capacity.

TWA said other US carriers had already stopped flying Boeing 747s on transatiantic routes, "It's no longer a 747 market. We St Louis, Missouri.

> MOTIONAL ITALIAN GOVT. BOND (ETP) FUTURES (LIFFE) Life 200m 100ths of 100% Onen Selt price Change

> > -0.10

have clung to that too long, and now we are going to fix it," the company said.

TWA, which has twice gone through Chapter 11 bankruptcy protection, has failed to make an annual profit since 1988. It has recently suffered a number of setbacks in its efforts to regain financial health.

In July, a Boeing 747 flying its New York-Paris route exploded in the air off New York's Long Island, killing everyone on board. This and other problems caused TWA to report a fall in operating profits from \$45.8m to \$26m in the quarter to September, at a time when other US airlines were enjoying big

in October, TWA lost its chief executive, Mr Jeffrey Erickson, amid internal dissent about how the company should be run. TWA has so far been unable to find anyone else prepared to take on the job, and this month appointed three

interim managers. Yesterday TWA said the cost-cutting exercise, which will eliminate about 10 per cent of seats flown, would save about \$400m a year. It said it planned to build up operations at its main hub in

0.78 1.02 1.33

128,77 128,30

Est. vol Open Int.

58614 1300

## Grace cocoa unit large acquisition of its own earlier this year.

By Richard Waters

Archer Daniels Midland, the US grain processing company, yesterday took its first step into the cocoa business with the purchase of the pro-duction and sales operations of W.R. Grace.

The operation, which makes industrial cocoa and chocolate products, is being sold for \$430m, including the assumption of debt. Grace said. It did not disclose the equity value of the deal. Grace, a specialty chemi-

cals company, has been rumoured for months to have discussed selling the business to Cargill, the pri-vate US commodities group which is already a big force in the cocoe markets. Such a transaction, how-

ever, could have led to antitrust concerns, since a combination would have greatly reduced the number of suppliers in the chocolate

Between them, Cargill and Grace are believed to account for about half of the independent chocolate market in Europe - roughly equal to the share of Jacobs Suchard, which completed a

ther advance Grace's strategy of focusing on its global packaging and specialty chemicals businesses.

F	SE Actua	ries 0	ovt S	ecuri	Jes									U	K inc	dice
	ci indicati Ciltu	Mon Dec 23	Day's change %	Rri Dec 20	Accrued interest	xd adj. ytd		Low Dec 23	Dec 20	yleid — Yr. ago	- Mediu Dec 23	m goupt Dec 20	on yield Yr, ago	Dec 23	Dec 20	s yleki 3 Yr. a
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Ind	ex-limited								28 Deig 1		<b>20</b>			10 Yr. 10	0	
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Gilt Edged Activity Indices

#### DOND FUTURES AND OPTIONS

	Open	Sett price	Change	High	100	Est. val.	Open int
Mar	128.76	128.82	+0.06	128.86	128,72	14,631	123,253
Jun	127.46	127.52	+0,06	127,52	127,48	4	8,896
Sep	125.46	125.52	+0.06	128.48	125.48	2	_
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127	1.83			23	0.01	0.14	0.42
126	0.83		9 1.	.52	0.25	0.37	0.70
129	0.07	0.5	<b>D</b>	.93	1.19	0.77	1.11
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Mer	109-05	109-29	+0-23	109-30	109-02	14840	130778
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	Coefi	Sett price	Change	High	LOw	Est. vol.	Open Int.
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US							
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Бер	-	111-30	-	-	_	100	5,316
Japan							
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#### **CURRENCIES AND MONEY**

## Pound surges on interest rate speculation

MARKETS REPORT

The pound resumed its

rise early next year. The minutes of the Octo-Kenneth Clarke, the UK chancellor, and Mr Eddie Bank of England, left some traders expecting a further interest rate increase as soon as January.

was the only big mover of the day.

The dollar remained firm, consumer spending but a fall in consumer sentiment in December. The decline in the University of Michigan senti-ment index triggered a rise in US Treasuries which in

POUND SPOT FORWAR

Dec 23

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rency and dragged other DM2.5999, up one plennig. government bond markets

relentless upward climb on than half a point, despite the against the Japanese yen. the foreign exchanges yester- speculation about higher

day amid intense speculation interest rates.

that UK interest rates may Higher than expected Gerber 30 meeting between Mr D-Mark. The German currency held its own against most other European curren-George, governor of the cles although it lost some fuelled by signs of strong ground to the yen.

The lira firmed as confidence in the currency con-tinued to build following the In generally thin trading Italian parliament's approval as markets wound up for the on Sunday of the centre-left Christmas period, the pound government's 1997 austerity government's 1997 austerity

budget.
The pound closed at \$1.6735, up about half a cent supported by economic data from Friday's finish. Against which showed a pick-up in - Pass. cites

1.6715

1.8708 1.6680 1.6534

1.5720 1.6702 1.6885 1.6536

£ spot 1 mth 3 mth

turn supported the US cur- the D-Mark, it closed at The dollar ended flat against the D-Mark at UK gilts advanced more \$1.5536. It ended at Y113.96

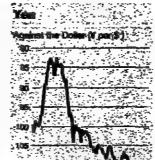
■The pound's rally, which appeared to have run out of man inflation data falled to steam at the start of this have much impact on the month, continued in earnest yesterday.

The currency's sharp rise

since the summer has been economic growth, creating the perception that interest rates may have to be increased again soon.

reinforced yesterday after Hannah, at IBJ International the minutes of the October 30 monetary meeting suggested that the Bank of England did not think that the quarter point rate increase agreed at the meeting would be enough to contain inflation.

"It looks pretty clear-cut that the Bank of England will be pushing for higher interest rates at the next



This perception was meeting," said Mr Steve

MAs the New Year approaches, there is a wide variety of opinion among analysis about what will be the big events in the currency markets in 1997.

One important theme, of course, will be European monetary union. Mr Hannah said currencles would move

DOLLAR SPOT F .--

according to the "degree to think the tight fiscal policies have set themselves". He said the Dublin summit had shown that countries' budget performance would Y120 as Japanese rates

be interpreted politically remained low, he said. rather than according to the strict Maastricht criteria. He said the pound had Markets in London, said room to rise further next next year would see a strong year since both "UK gilts and equities now look chean".

Mr Chris Turner, currency analyst at BZW in London, that the Japanese authorisaid he was looking for a continuation of the dollar's for a yen recovery. They gradual crawl upwards have indicated that the econagainst the D-Mark. "Not so much because we expect a weak euro but because we

Dec 25 | Section 27 1510 | 27 1510 | 27 1510 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500 | 101 1500

which European countries necessary to qualify for Emu can or cannot attain the will mean countries will tight budget targets they have to adopt easier monetary policles," he said. Against the yen, there was scope for the dollar to rise to

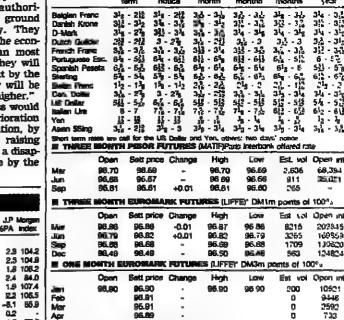
> But Mr Mark Cliffe, international economist at HSBC appreciation by the yen against the dollar and the

D-Mark. He said: "Our perception is ties are laying the ground omy is stronger than most people think it is. They will not be in a hurry, but by the end of the year they will be massaging the yen higher."

be helped by a deterioration in the US trade position, by the Bank of Japan raising interest rates and by a disappointing performance by the US economy.

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Jün	90.79	98.82	+0.01	96.82	96.79	3265	169869
Sep	95.68	96.68	-	95.69	96.68	1709	139620
Dec	86.48	96.49	-	96.50	05.AE	563	124824
E ONE	SOUTH E	UROMARK	FUTUR		" DM3m p	ents of 10	Q°u
	Open	Sett price	Change	High	LOW	Est vol	Open int
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Feb		96.91				0	9-1-16
Mar		95.91				0	2592
Apr		96.69				ū	733
E THRE	E MONTH	<b>EUROLIA</b>	A PUTTUR	CIFFI	F)* L1000m	poets of	100%
	Орал	Sett price	Change	High	Low	Est. voi	Open int
Mar	93.61	83.48	-0.13	93.61	93.46	9514	93253
340	93.95	93.85	-0.14	93.97	99.63	2853	53948
Sap	94.11	94.02	-0.11	94.11	93.98	585	29204
Dec	84,12	84.03	-0.10	94.13	94.02	375	15756
M THREE	NOTE B	(R) 255	PRANC FU	TURGE 01	FFE STOM	Donts & 10	01.
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bler	Open 96.08	Sett price 98.08	Change -0.02	High 95.09	Low 98.05	Est. vol 1297	Open int. 44315
bler Jun	-	,		_			
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Jun	98.08 97.99	98.08 97 VB	-0.02 -0.03	96.00	98.05 97.95	1297 197	44315 18237
Jan Sep	96.08 97.99 97.85 97.72	98.08 97.06 97.66	-0.02 -0.03 -0.02 -0.02	95.09 96.00 97.87 97.72	98.05 97.95 97.85 97.72	1297 197 83 50	44315 18237 7845 3766
Jun Sup Dec	96.08 97.99 97.85 97.72	98.08 97.06 97.69 97.68	-0.02 -0.03 -0.02 -0.02	95.09 96.00 97.87 97.72	98.05 97.95 97.85 97.72	1297 197 83 50	44315 18237 7845 3786
Jun Sup Dec	98,08 97,99 97,85 97,72	98.08 97.06 97.69 97.69	-0.02 -0.03 -0.02 -0.02	95.09 96.00 97.87 97.72 ES (LIFFE	98.05 97.95 97.85 97.72 Y100m p	1297 197 83 50 Sents of 10	44315 18237 7845 3786
Sup Dec	96.06 97.99 97.85 97.72 E MONTH	98.08 97.06 97.66 97.66 97.66 Sett price	-0.02 -0.03 -0.02 -0.02 Change	96.00 97.87 97.72 ES (LIFFE	98.05 97.95 97.85 97.72 V100m p	1297 197 83 50 Sints of 10	44315 19237 7845 3786 Open int
Juni Sup Dec III THURSE	96.06 97.99 97.85 97.72 E MONTH	98.08 97.06 97.66 97.66 Sett price 99.45	-0.02 -0.03 -0.02 -0.02 -0.02 Change -0.01	96.00 97.87 97.72 ES (LIFFE	98.05 97.95 97.85 97.72 V100m p	1297 197 83 50 Sents of 10 Est. wol	44315 18237 7845 3736 00% Open int.
Marr Jun	98,08 87,99 97,85 97,72 E BONTI Open 99,48	98.08 97.09 97.69 97.69 Sett price 99.45 98.41	-0.02 -0.03 -0.02 -0.02 FUTURE Change -0.01 -0.01	95.09 96.00 97.87 97.72 97.72 High 99.46	98.05 97.95 97.85 97.72 1 Y100m p Low 99.46	1297 197 83 50 Sents of 10 Est. wol 50 0	44315 18237 7845 3786 60° o Open int. na
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1281 \* LEFE lutures also traded on APT

E EUROLIPA OPTIONS (LIFFE) L1000m points of 100% Jun Jun 0.96 0.76 0.61 0.19 0.25 0.34 9325 9390 9375 0.37 0.22 0.76 0.58 0.41 0.24 0.23

U.S. \$200,000,000

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nerlands.	(F0)	2,9179	+0.0121	165 - 1	2.922	3 2,9058	2.9101	3.2	2,8948	32	2.8211	3.3	104.8	Net	heclands	F	1,7436	+0.0001	453 - 43	1,740	1,7400	1.7797	2.6	1,7317	2.7	1.6962	2.7 1
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	M THREE MONTH EURODOLLAR (NAS) \$1m points of 100%	Tel: 0171 302 1991 Fax: 0171 480 6115 Report 50
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4. Commany 6.00 Cyprus Popular Bank 5.00 effect Brothers 8.00	E US TROLASSAY SELL PLYUNDE (MAIN SIM per 100%	+ Suer 180,000 Issues + Rows headfines + 8.5. & Int'i data + As low as \$9/day!
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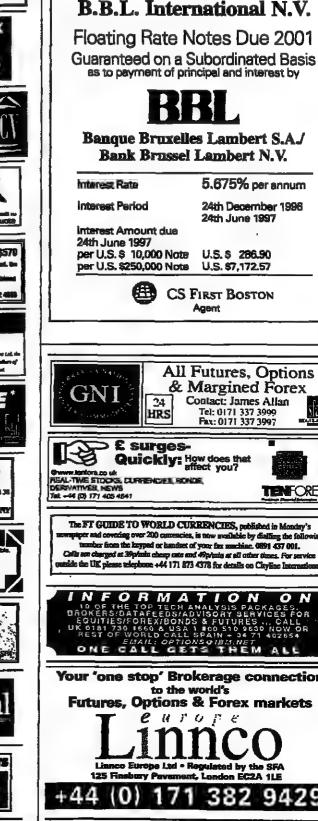
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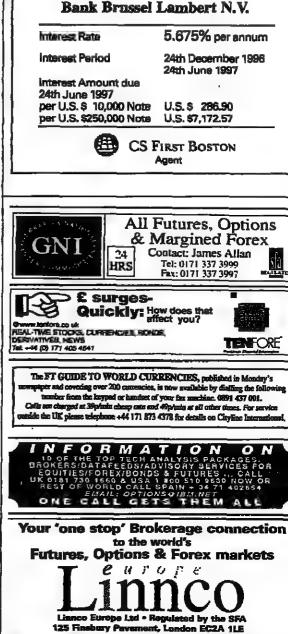




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#### COMMODITIES AND AGRICULTURE

## UK farm incomes down as EU level climbs

By Alison Maitland

Farm incomes fell nearly 5 per cent this year in the UK, one of four European Union 14 per cent fall in EU cattle year's rise. countries to suffer a setback, prices. according to provisional figures from Eurostat, the that real farm incomes in between member states.

EU statistical office. potatoes and the rise in the

Large EU and national

The decline was caused the fourth year running, largest increase in incomes, not by the beef crisis but by underlining how the of 21.4 per cent, as a result of the fall in the price of agricultural industry has benefited from reform of the value of sterling, the UK's Common Agricultural Policy National Farmers' Union in 1992 and the recent rise in

However, they also The Eurostat figures show conceal big differences the EU as a whole rose for Spanish farmers enjoyed the a good cereal harvest this year after a series of droughts.

France, which have all due to their entry to 1995.

respectively.

The most significant falls over five years. were in Austria and Sweden, where income was down 6.9 respectively.

Mr Martin Haworth, head of international, economic Germany, Italy and London, said that this was prices after a bumper year in

The provisional figures, suffered from the beef crisis, the EU in 1995. Austria, in pay-outs to farmers caught which may be revised, put have nonetheless all seen particular, had to cut seen the value of their up in the BSE crisis have in the EU increase at 5.1 per incomes rise, by 6.4 per cent, support to farmers steeply effect cushioned them from a cent, almost the same as last 5.6 per cent and 1.7 per cent. on joining the CAP, with as the value of sterling has compensatory aid decreasing

> Finland, where according to Eurostat figures incomes per cent and 5.8 per cent, will rise by 9 per cent this year, suffered a large fall last year.

In the UK, potato growers and strategic affairs at the have suffered from a 38 per

British farmers have also Ecu-based subsidies eroded

Eurostat says that cereal prices are forecast to have fallen by 4.8 per cent this year, but output has riser nearly 24 per cent to give a 16.7 per cent increase in real value

The figures do not include National Farmers Union in cent drop in EU potato Ireland or Portugal, for which data are not yet

#### Conneth Gooding

By Robert Corzine and

MARKET REPORT

Nickel prices fell to their lowest level for 21/4 years on the London Metal Exchange yesterday. Traders said one big seller caused the fall and volumes were small.

Nevertheless, nickel for delivery in three months slipped to \$6.500 a tonne at one point, down \$150 from Friday, before recovering slightly to end the day at \$7,520.

Traders pointed out that demand from the stainless steel industry, which accounts for two-thirds of demand for nickel, had been weak for several months and

logically important 50,000 tonnes level.

2 MEE

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Oil prices settled lower

yesterday as traders prepared for the Christmas holiday. Forecasts in the US of warmer-than-expected weather undermined prices of refined products and crude oil on the Nymex.

The price of West Texas Intermediate, the main US price benchmark, was quoted at around \$24.80 a barrel in early afternoon trading in New York, 29 cents down on its Friday close. January futures prices on the Nymex had been as high as \$26 a barrel last

In late trading in London the price of Brent Blend, the main international benchmark, was quoted at around LME stocks were rising \$23.20 a barrel, 26 cents steadily towards the psycho- down on its Friday close.

## LME to raise member charges

Nickel falls to

two-year low

By Kenneth Gooding, Mining Correspondent

London Metal Exchange charges to members are being increased by between 25 per cent and 60 per cent next year to belp pay for the UK Securities and Invest-ments Board's review of the metals markets. The LME requested the review in June after the Sumitomo copper

"We have budgeted for substantial increases in expenditure in 1997 in anticipation of the need to accommodate the likely financial

a notice to members. It said higher charges though the exchange's turnover had remained buoyant

moll in the copper market by claiming that its senior trader, Mr Yasuo Hamanaka. had lost \$2.6bn through unauthorised trading.

The SIB estimated its review had cost £750,000 (\$1.25m) and said most of this would be paid for by the LME. The SIB review proposes that the LME executive be given more authority. and provided with more employees and other TWO LITTERS

Ring dealing members and associate broker clearing members will pay £30,000 in annual subscriptions. impact of the SIB's propos- against the present £24,000. als," the LME announced in Associate broker members' subscriptions will go up from £12,500 to £15,500. Conwould be needed even tract levies are also going up, as are fees for listed warehouses and LME warafter Sumitomo caused tur- ranted metal charges.

THSIT

The same

## Nymex switches on to an electric future

The exchange is expanding its range of energy contracts

reezing weather has closed in, the oil and gas markets are hot. and the New York Mercantile Exchange trading floor in the World Trade Center is one of the busiest places in the city. Nymex, the world's largest energy derivatives trading centre, provides a public and immediate view of trends in global energy prices.

Started 125 years ago as a regional exchange for dairy products, Nymex did not hit on its winning energy formula until 1978, when it and industry deregulation. launched heating oil futures and managed to outlast rival contracts offered in Chicago and elsewhere. It opened crude oil futures - its biggest and most successful contract - in 1983.

It took 18 months and a severe hurricane to convince long-serving energy traders in 1992 that Nymex's natural gas futures contract deserved attention. Natural cas derivatives have subsequently become the ities, especially those with exchange's second-busiest high costs, are resisting a

COMMODITIES PRICES

LONDON METAL EXCHANGE

44,342

1370-60

1372/1371

415

708-4 714-5

701/700 699-700

37,745

9,251

M15-25

1398-400

1400/1395

707-7.5

715-8

8520-30

6580-90

AL NUMBER OF STREET

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BASE METALS

Open Int. Total delty turnover

Open Int. Total delly turnover

E LEAD (\$ per tonne)

ME MINUTEL IS per tonne

Close Previous High/low AM Diticial Kerb close

Close Previous

Kerb close Open Int. Total daily turnover

3 months .

Silver Fix Spot

3 months

**Gold Coins** 

The Hoover Dam in Arizona/Nevada: wholesale trade in electric power, estimated at \$100bm a year, dwarfs both the natural gas and crude oil markets industry's use of derivatives

with its customers, the complexities of US energy policy Now Nymex is making its biggest bet - on electricity futures. Wholesale trade in electric power, estimated at nearly \$100bn a year, dwarfs the size of either natural gas

or crude oil markets. The US is far behind the UK and Australia in terms of lation. Only three states have opened their power not discourage the exchange markets, though dozens "We thought it was imporproduct, and the energy move to open markets, and

> Precious Metals continued M GOLD COMEX (100 Troy oz.; 8/troy oz.)

> > +0.1 370.0 369.1 75 187

the stakes are high. One has matured rapidly. Along Congressional study found the way, the exchange has that ending electricity had to negotiate, together monopolies could cut power costs in the US by \$190bn a

ather than wait for the murky regulatory situation to clear, Nymex joined the power market fray early, launching two electricity futures contracts for California-area delivery last March. Those pits are the electricity market deregu- most peaceful areas on the trading floor, but that does

more are considering it. Util- tant to offer a product that is part of the whole dereguwait until things are more

GRAINS AND OIL SEEDS

M WHEAT LIFFE (2 per tonne)

dent. "We are confident the trend is toward deregulation. It will just take time."

The aim is to show the government that utilities will have risk-management tools available once power markets are liberalised. To that end, Nymex will open a third electricity futures product in the first half of next year, which will have East Coast delivery.

The power industry is gearing up along with the exchange. There has been a buzz of cross-pollination in the utility and trading businesses during the past year, with Wall Street risk managlation process, rather than ers moving over to power company trading floors, and

13 1,019 - 2,015

SOFTS

III COCCA LIFFE (E/tonne

clear." sava Mr Patrick utility company veterans rently hedge their fuel costs, Thompson, Nymex presi- departing to become Wall because they are allowed to Street advisers. For the futures exchange,

electricity promises to open whole new customer base. And if power companies learn to use derivatives as management tools, a new product mix opens up for Nymex.

US energy markets are converging as the power industry seeks the flexibility to switch between fuel sources to remain competitive. Utilities which use electricity futures to manage output risk could also use futures to hedge exposures to the commodities they use (mostly coal and, to a lesser degree, natural gas). Most utilities do not cur

will become global bench-Laurie Morse

pass them on to their cus-

tomers. Nymex, understand-

abiy, has a coal futures

contract on the drawing

While coal and electricity

markets seem drearily

domestic, at least a dozen US

electric utilities are on the

international prowl, making

foreign investments giving

them insights into operating

in deregulated economies.

The Nymex is making a sec-

ondary bet that interna-

tional power markets will

commoditise, and that its

electricity futures contracts

MEAT AND LIVESTOCK IN LIVE CATTLE CHE (40,000lbs; carsty/lbs)

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Gold (per troy oz).
Silver (per troy oz).
Platinum (per troy oz.) 484.50c 41.00 Palladium (per troy cz.) \$118.75 106.0c Copper +0.05 Tin (Near York) 14,571 270.50 Cattle (live weight) Sheep (live weight) Pigs (live weight)) 100,55p 144,49p 89,99p +9.83\* \$264.90

Lon. day sugar (raw) Lon. day sugar (wte) Barley (Eng. feed) Malze (US No3 Yellow) Wheat (US Dark North) Rubber (Jan) P Rubber (Feb) V Rubber (KL RSS No1) 317.5x -0.5 Coconut Oil (Phill)§ Palm Oil (Malay.)§ Copra (Phil)§ Soyabeans (US) 3805.Dy

Cotton Outlook'A' index Woodbook 1 shows 1 402p

1 per tonne unique orbannique stated, p pencelup, c or oragalitique historicam dentalid, p pencelup, c or oragalitique historicam dentalid, x Jan W Feb y De London Physical § CF Roberton § Bulton market Charge or week, (Beeed on ora head of caps sold-month of January.

# JOTTER PAD

#### CROSSWORD

No.9,258 Set by GRIFFIN

Starred clues have a musical theme but no defini-tions. The remainder are normal.

1 \*Long to include sailors on 1 \*Being hot-headed many

page one (8)
\*Caught a vet running after a duck (6) 9 \*Angry with a girl at sea (8) 10 \*Not in line after fall (6)

11 Middle-class supporters, no one back-scratching (8) 12 About fifty passengers required torches (6) 14 \*Groan about following

speaker (5.5) 18 \*Convict certain to be disguised (10)
22 \*A Parisian boy I intro13 Broadcasting in one start

duced (6) 23 \*So poor Ian Brown's back 15 \*Hired after a month at inside? (8) 24 Learning about a hot Asian

25 \*Help to turn father against

boy (8) 26 Offer a number to the German (6)

resort (8) 19 Try catching politician in the act of selling something (6) 27 Produce points to sex (8)

20 A girl and boy skipped (6) 21 Bet taken around midmorning (6)

members left (6)

wanted a few words added

3 Father is inquisitive and

sort of square (6)
\*Open it for a doctor (10)

6 \*Sick on following vehicle

7 Agree Pam's arrangement

8 \*Quits on reaching front

to become very loud (10)

16 \*Cun't I phone for some? (8)

17 Here he goes to a channel

is current (8)

university (8)

2 People

Solution to the Christmas Crossword on Saturday January 4. Solution to yesterday's prize puzzle on Monday January

#### Close Previous (fligh/low AM Official Kerb close Open int. Total daily turnover 47,152 16,061 **ENERGY** M CHUDE OIL NYMEX (1,000 barrels, \$/barrel) TIN (S per tonne) Close Previous 6715-26 5765-70 High/low AM Official 24.76 -0.32 25.10 24.58 28.929 7026 84.17 -0.27 24.37 24.10 7,174 38.304 23.58 -0.22 23.59 23.50 3,229 22,512 5720-40 Kerb close 22.96 -0.19 23.06 22.90 1,086 17,371 22.40 -0.16 22.44 22.28 5,101 27,312 21.86 -0.18 21.90 21.82 1,804 14,509 ZENC, sp ecial high grade (5 per tonne) **19,**316 352,100 1068-6 1040-41 # CRUDE Oil IPE (\$/barrel) 1049.5-50.5 1044.5-48.0 Open Int. Total daily turnover 79.621 18,092 22.13 -0.22 22.27 22.10 2.941 15.693 21.57 -0.21 21.61 21.52 1.221 11.253 21.02 -0.20 21.08 20.95 1.215 13.541 20.50 -0.25 20.57 20.50 425 10.112 E COPPER, grade A (\$ per tonne) Close Previous High/low AM Official 21371-33 2169-70 2148-2125 425 10,112 18,984 157,546 HEATING OIL IMMEX (C.) DOB US (DIR.) UNIS (DIR.) 2134-35 30,761 71.45 -1.52 73.00 71.10 17,582 23.616 70.60 -1.35 71.75 70.40 10,059 32,827 III LIME AM Official US 1884: 1,8758 68.10 -1.05 68.70 68.05 22.47 13,794 64.50 -0.70 64.50 64.30 430 8,834 61.00 -0.90 61.40 61.25 508 4,236 59.05 -0.75 59.25 59.15 467 5,133 32,218 107,588 LME Closing E/\$ rate: 1.8727 Sont 1,010 | mate 1,000 i mis 1,000 9 mate 1,000 III HIGH GELADE COPPER (COME) 101.30 -7.30 103.00 101.30 99.45 -0.95 100.40 99.10 211.50 -3.50 214.00 210.50 8,384 24,341 4,572 16,389 462 8,525 516 6,931 201 3,199 08 55 -0.85 99.60 98.50 3.586 21.363 9 932 120 4,307 97.45 -0.75 98.20 98.20 205.25 -2.50 206.00 204.75 197.75 -1.75 198.25 196.75 516 181.75 -1.75 192.25 191.50 201 186.50 -2.00 187.00 186.50 451 96,25 -0.85 97,20 96,20 3,199 7,392 PRECIOUS METALS MATURAL CAS MINER (10,000 minus; frimitize) IN LONDON BUILLION MAPRIET Gold(Troy oz) \$ price £ equiv SFr equiv 4.210 -0.363 4.290 4.050 31.050 29.404 3.665 -0.255 3.710 3.500 9,409 33,649 358.40-368.70 3.111 -0.150 3.150 3.111 3,169 17,949 Morning fox 368.70 220.409 43,763 Altermon & 368.75 220.215 483.019 2.500 -0.097 2.550 2.447 1,831 10,528 2.330 -0.037 2.350 2.220 711 7,943 2.250 -0.022 2.250 2.170 778 7,373 389.00-369.30 388.40-368.70 Day's Low 389,00-369,30 I UNI EADED GASOLIM en Gold Lending Rates (Vs USS) MYMEX (42,000 US galls.; c/US galls.) ...3.81 12 months

US cts equiv 482.50

488.35 494.35 506.80

£ equiv. 220-221

51.5

296.55

305.70

\$ prica 368-370

98.00 -0.75 96.10 85.80 98.40 -0.60 88.00 96.36 100.40 -0.50 100.76 100.36 107.75 -0.66 -863 912 928 944 964 1074 863 E5 110 903 1,034 45,638 922 512 17,099 940 133 12,236 967 410 8,901 969 90 7,326 PLATINUM NYMEX (50 Troy cz.; \$/troy cz.) WHEAT CST (5,000bu min; cents/60b bushel) ■ COCOA CSCE (10 tormes; S/tonnes 380.60 -2.75 393.00 389.50 8,579 31,700 367.26 -2.50 389.25 365.76 1,162 6,818 340.50 -3.00 343.00 340.00 2,549 19,538 276.0 -0.03 377.0 374.5 3,003 9,973 376.7 -0.3 376.5 376.5 1,306 14,862 380.5 40.8 380.6 380.5 459 2,018 1386 4,998 34,006 1386 1,525 12,584 -15 1421 -12 1442 -15 1451 752 10,180 58 8,818 50 1,581 459 2,018 15 2,060 1410 344.00 -2.50 345.50 344.00 358.00 -2.00 354.50 354.50 1431 1451 346.00 -2.00 PALLADIUM NYMEN (100 Troy OC: \$700) CC. MAKER CST (5,000 bu min; cente/68b bushe) COCCA (ICCO) (SDR's/forme 266.50 -0.25 266.50 265.00 28,986 149,017 Peli Mar Mary All 287.25 -1.00 287.75 266.25 5.050 33.512 286.25 -1.30 288.50 287.50 8,137 53.08 282.25 -1.30 263.50 287.50 8,137 53.08 282.25 -1.30 263.50 287.50 8,137 36,738 120.00 -2.35 120.00 120.00 123.56 - - - -124.55 -0.56 - --1 1296 1279 1,436 8,225 -5 1252 1230 1,561 20,776 -4 1215 1198 620 7,661 +1 1226 1219 148 2,257 -1 1230 1210 101 1,325 284.50 -1.25 255.01 251.50 93 1,315 46,817 208,196 M SILVER COMEX (5,000 Troy oz.; Certa/troy oz.) 1230 1,561 20,778 1198 520 7,961 1210 148 2,257 1210 101 1,325 1235 21 625 +0.5 478.5 478.5 2 18 +0.5 - - 2 +0.8 487.5 488.0 14.294 84.913 +0.5 492.5 489.5 218 9.370 +0.5 486.5 496.0 25 8.368 93.25 -0.76 93.50 93.00 95.25 -0.76 - -97.00 -0.50 - -93.50 -0.25 - -404 220 130 8 Jac Her Hey Sup Hor Total S COFFEE 'C' CSCE (37.500bs; pents/ba) 207 578 113.10 +0.85 113.45 111.75 7.288 18.244 110.00 +1.00 110.60 (09.25 1.357 6.500 100.00 +1.10 109.20 108.00 430 2.100 107.40 +1.30 107.00 108.50 115 1.544 Her Hey Jel 708.00 -2.00 702.00 698.00 14,262 35,158 686.25 -3.00 688.00 684.50 19,220 51,226 681.50 -3.00 698.50 680.25 3,011 27,024 681.76 -2.75 694.00 680.50 2,369 24,766 105.10 +1.14 105.25 104.40 102.75 +1.00 102.50 102.60 889.50 -3.25 891.00 689.50 48 2,967 071.00 -5.00 971.00 671.00 28 558 38,836 152,681 E COPPEE (ICC) (US cents/pound) Dec 20 Chano, deby M SOYABEAN CEL CST (60,000(bs: carts/b) 22.79 -0.30 23.05 22.71 8.977 19.950
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24.02 -0.26 24.30 24.10 40 1.854 305.5 +1.4 307.5 305.1 1,245 14,598 306.3 +1.2 307.3 305.5 145 6,308 305.7 +0.1 307.0 304.3 88 2,527 302.8 +0.6 303.5 301.9 42 1,762 303.5 +0.7 30.8 302.8 - 552 304.5 +0.7 - - - 304.5 M GOYAESAN MEAL CRY (100 long, \$/ton) 230.5 +0.5 230.7 228.4 9,444 20,506 271.9 -0.2 222.4 221.0 5,980 28,048 276.3 -0.2 276.5 276.5 1,417 18,330 276.1 -0.5 216.3 214.3 1,575 11,087 213.7 -0.3 215.0 214.5 45 2,096 209.4 -0.4 213.0 210.5 18 1,984 SUGAR "11" CSCE (112,000bs; cents/bs) 10.75 +0.06 10.76 10.70 4,957 75,956 10.81 +0.05 10.82 10.75 1,160 31,381 10.80 +0.05 10.80 10.75 658 13,621 10.79 +0.04 10.80 10.75 658 13,621 IN POTATORS LIFTE (EXONNI) 1 1259 53.0 +0.6 63.0 +0.5 COTTON NYCE (50,000bs; cents/fbs) +0.5 75.71 -0.29 76.10 75.87 2.302 24.319 76.95 -0.21 77.20 76.85 1,146 11,736 77.85 -0.20 77.95 77.70 252 7,742 77.90 -0.07 76.85 76.85 47 1,247 77.15 -0.05 77.36 77.90 145 9,734 78.05 - 78.00 77.90 2 461 68.9 113.0 FREIGHT (BIFFEX) LIFFE (\$10/Index point) 304 1,725 ■ ORANGE JUICE NYCE (15,000fbs; carits/fbs) 1410 1470 1208 82.90 -4.50 85.40 82.30 1,214 8,482 Patroleum Argu M. OTHER 86.20 -4.50 89.80 85.70 3.462 15.078 89.50 -4.30 93.20 88.80 995 3.862 92.55 -4.40 96.00 91.95 188 95.80 -4.15 96.00 96.00 19 97.00 -4.05 101.00 101.00 2 874 288 78 FUTURES DATA All futures data supplied by CMS. Open interest and Volume data shown to The world exportable production of pepper has fallen to a level of about 100,000 tennes, below expected demand about 145,000 tennes, Man Productes reports. contracts traded on COMEX, NYMEX, CST, NYCE, CME, CSCE and IPE Crude Oil are one day in arrears. Volume & Open Interest totals are for all traded months. Worldwide carryover stocks have been reduced to minimum levels. Black pepper, which has exportable production of about 80,000 tonnes, has demand of 115,000 tonnes, white write pepper supplies are estimated about 25,000 tonnes against a INDICES Reuters (Base: 18/9/31 = 100) estimated about 25,000 tomes against a derment of 30,000 tomes. Tightening in the supply is abreaty reflected by the proe-increase of 30% for black bepper during 1996. World supply and demand situation has shown deficits for number of years and there are parallels with the position in 80's, when prices increased to \$3,000 for black, and \$2,000 for white compared with cre-68.75 -1.44 89.75 68.50 11,545 17,363 68.10 -1.02 68.90 67.90 6,236 25,157 Dec 23 Dec 20 month ago year ago 1871.8 1784.7 1863.1 2087.1 68.10 -1.02 66.90 67.85 42.82 11.822 69.50 -1.02 69.00 69.45 756 10.08 68.70 -0.82 69.10 69.70 258 3.475 67.50 -1.02 67.90 67.50 316 1.233 **CRB Futures** (Base: 1967 = 100) Dec 20 Dec 19 month ago year ago 245.70 246.21 III GSCI Spot (Base: 1970 = 100)

and \$7,000 for white, compared with our-

Dec 20 Dec 19 month ago year ago 228.29 228.41 215.17 202.30

Nickel a --

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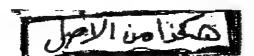
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FT MANAGED FUNDS SERVICE

Offshore Funds

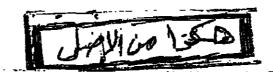
1440-172 All	FT Cityline Unit Trust Prices are swalichle over the teleph	one. Call the FT Cityline Help Deck on (+44 171) 873 4378 for more details.	IAGED FUNDS SERVI	CE	Offshore Funds
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Offshore Insurances and Other Funds



# Need facts and figures in a hurry? We can track down the information you need Background Research

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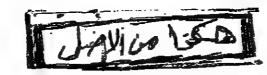
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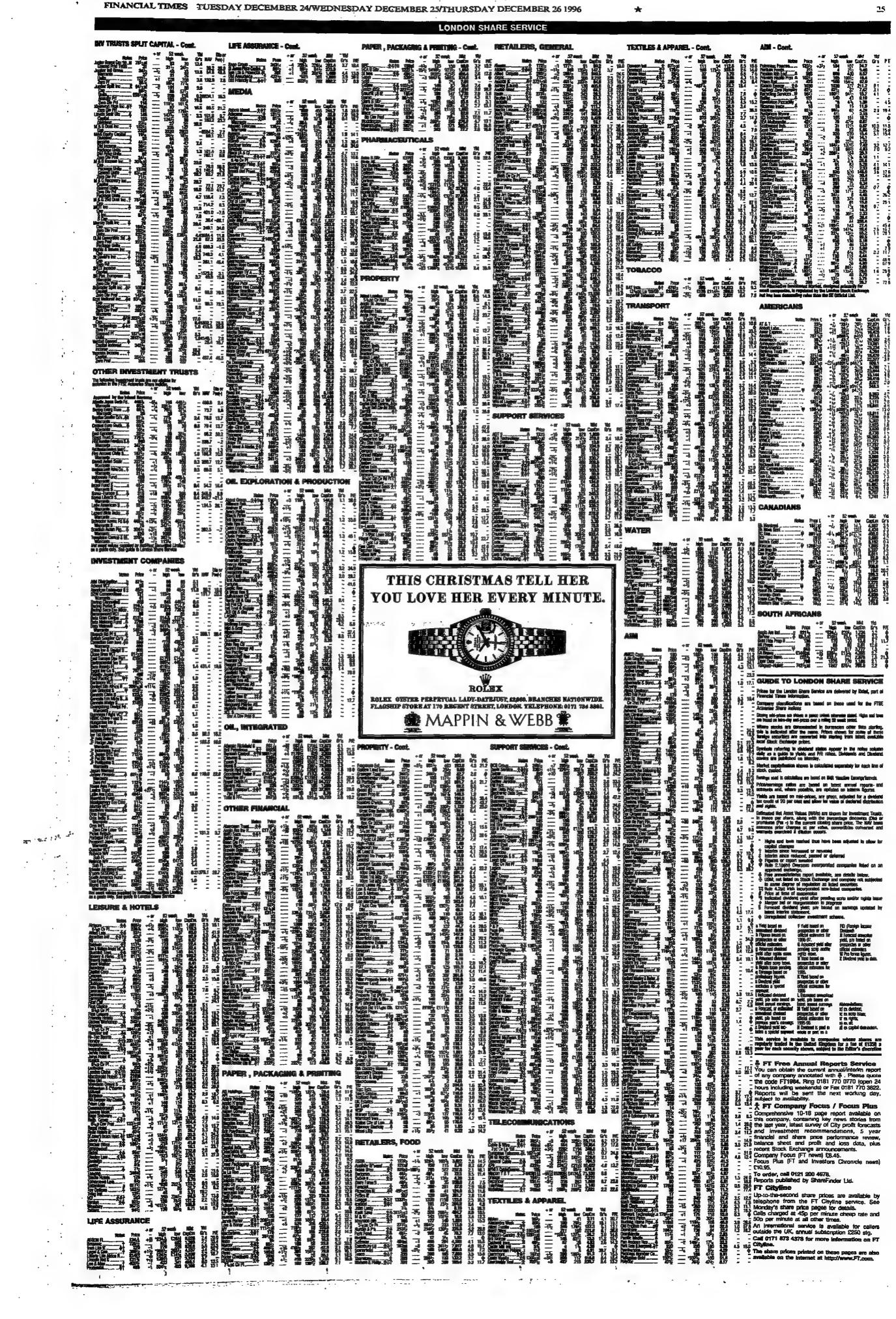
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#### LONDON STOCK EXCHANGE

## Footsie responds to pre-Christmas buyers

MARKETS REPORT

By Steve Thompson, UK Stock Market Editor

With no disturbing hints emerging from the minutes of the October 30 meeting between the chancellor and the governor of the Bank of England, London's equity market moved confidently to another closing all-time high yesterday.

Traders said it looked as if Lonbut reassuringly firm run into the Christmas holiday.

There was some surprise of activity, given that it was a three previous sessions, gave a what had been expected to be a Guardian Royal Exchange.

two days before Christmas. Turn- at a peak of 4,087.2 over at 6pm reached 553.3m Friday was put at £1.13bn, with at£1.22bn, was double levels seen terms, climbing 5.6 to 2,164.2 earlier last week.

Jones Industrial Average passed US economic news. 6.500 shortly after the opening.

Monday, traditionally the quie- resolute, if ponderous, perfor- winding-down day; if the tempo

The market's second liners, shares. The value of trading on represented by the FTSE 250, were firm, with that index clossharp-eyed dealers also noting ing 6.2 up at 4,454.6. The PTSE that business between market- SmallCap index delivered the makers on that session, best performance in percentage

Gilts, which closed up 20 to 34 And sentiment in London was ticks in the 10-year to 20-year given an additional boost by the range, helped equities build on latest encouraging performance their earlier gains, responding to don was building up to a quiet of Wall Street, where the Dow what was seen as encouraging

A senior dealer at an influen-The FTSE 100 index, which had tial marketmaker described the clays, Bank of Scotland, Lloyds. around trading desks at the level risen almost 98 points in the session as "surprisingly good for TSB, General Accident and

test day of the week, and only mance yesterday, closing 9.5 up keeps up, we might push through 4.100 tomorrow.

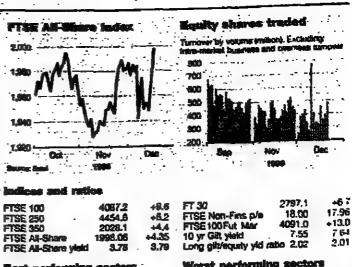
> There was also evidence, traders noted, that many of the brokers' new year tips were having a substantial influence on sentiment. Zeneca made rapid progress during the day, eventually settling in seventh spot in the FTSE 100 league table, with some brokers labelling the company as the most likely Footsie stock to attract a predator's attentions.

Other stocks viewed as potential big winners next year included Abbey National, Bar-

Footsie kicked off the session on an undecided note, and drifted back until news of the minutes of the meeting between Mr Clarke and Mr George became known. With gilts ticking better, the equity market began to rally and gradually recouped its early losses, eventually moving into

positive ground in mid-session. There were a handful of shocks, notably a profits warning from Brake Brothers, the frozen foods supplier to the catering industry, whose shares plummeted 24 per cent.

British Gas was the best Footsie performer after reaching agreement on a "take or pay" deal with Mobil.



1.153 15%機構



FUTURES AND OPTIONS

#### Northern bid

#### moves

By Peter John, Lise Wood and Joel Kibago

Trading in Northern Electric was suspended yesterday but dealers said there was buying behind the scenes in a bid battle which has acquired more twists than a soan opera.

The Prudential, Northern's biggest supporter against the bid by CalEnergy of the US, already has 13 per cent of the regional electricity company. Yesterday, according to marketmakers, the insurer was offering to buy shares outside the market at 650p a piece, the level of the CalEnergy offer.

The Pru was unavailable for comment. It apparently feels so strongly that the bid is undervalued, it is prepared to buy shares which could fall by almost a pound if the bid fails. The rationale is that another bidder will be prepared to pay at least 700p a share.

Meanwhile, Takeover Panel members thrashed out claims and counter-claims which stemmed from supportive share buying by Northern's broker and merchant bank last week. And, with the deadline for final offers extended until 1pm today, CalEnergy's majority firmed by Gas, which was still an eye-wateringly

One dealer said the last-

minute twists to the current gotiation over 27bn therms. bid saga almost equalled The news had been expected those during last year's takeover attempt by Trafalgar House. Then, a regulatory review during the final week of the bid prompted the market to re-rate electricity

pered the Trafalgar offer. Elsewhere in the sector, Yorkshire Electricity, one of the two remaining recs rose 26 to 798½p.

A bid approach for OGC International, an oil services group, threw the spotlight back on the leaders in the DOCUMENT.

It came hot on the heels of last week's bid by Gulf Canada for Clyde Petroleum, the exploration and production

There were some mutterpanies are in vogue and E&P companies are popular, there is a rationale for a takeover attempt on a company which contains both ele-

Thus, while OGC jumped 41 to 116p, the diversified British Borneo gained 16% to 759p, building on an 86point hike last week when the shares delivered the best individual performance in the FTSE 250. British Gas was the top

performer in the Footsle in early trading on the back of a Sunday newspaper report that it was close to agreeing a settlement with Mobil Corp on its take-or-pay liabil-

The story was later conannounced that it was swap ping its assets in the rich Beryl field in return for renebut was broadly welcomed and the shares added a little to earlier gains, closing 6 higher at 227%p.

The retail sector recovered its nerve, with a number of stocks rising on renewed optimism over Christmas sales. Among the better performers were Marks and Spencer, which strengthened 6% to 479p, with Kleinwort Benson reported to be positive, and Kingfisher, which

hardened 6 to 618%p. Last Friday, the sector was rocked by a media report alleging less buoyant sales than anticipated, and a downbeat statement from Claremont Garments, a supplier to Marks and Spencer. It said that sales in the ings that if oil services com- run-up to Christmas were

running below best expectations. However, analysts said

judge M&S on the performance of one of its suppliers. They also said that the last few days before Christmas were generally very busy shopping days.

Boots rose 21/2 to 5999 following press reports that it had considered, and then pulled back, from a takeover of W H Smith. The latter hardened 6 to 427p.

Matthew Clark strengthened 6 to 262%p on speculation, described as "spivvy", that Bass was planning a bid for the Taunton and Gaymers cider company which has blamed alcoholic lemonades, such as those marketed by Bass, for a decline in sale of some of its brands.

One analyst said that many people, who had had their fingers burned with Matthew Clark, would like to see the share price rise. Bass, he suggested, was

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that the market should not not likely to be interested in acquiring a cider business.

Other analysts said that such a move was unlikely in the short-term given that Bass was currently involved in a Monopolies and Mergers Commission investigation into its proposed acquisition of Carlsberg-Tetley. Bass firmed 2 to 817p.

Elsewhere among the brewers, Whithread firmed 9 781%p on rumours that it has pulled out of the bidding for the 21 Welcome Break motorway service stations put up for sale following Granada's 53.900 acquisition of Forte last year. Whitbread declined to

comment on the speculation but industry analysts suggested that the group's future strategy lay in the high street rather than in motorway service areas. Granada slipped 6% to 860p.

Engineering company GKN remained out of favour as word went round the market that the company is experiencing problems with the EH 101 helicopter order for the British Navy. The shares fell another 6 to 986%p. The stock tumbled last week after the surprise news that GKN had been found in breach of contract with its US franchisees and the company could face damages of \$554m.

The market remains concerned that the ruling could wipe out a large part of current year profits and also force brokers to reduce next year's profits estimates, should the company be required to post a \$398m bond while the appeal process proceeds.

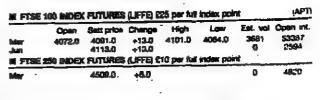
Several brokers have tipped British Aerospace among companies likely to outperform the market in the coming year.

firmen another 15% to

healthy demand for Smiths Industries and Siebe. The former gained 11 to 779%p. while the latter put on 15 to

1047%p. Favourable weekend press comment boosted conglomerate Tomkins. The shares, which appreciated 11 to 267%p, were the best Pootsie performers of the day.

In contrast, LucasVarity was the worst Footsie performer as the shares surrendered 6 to 225\n. The retreat

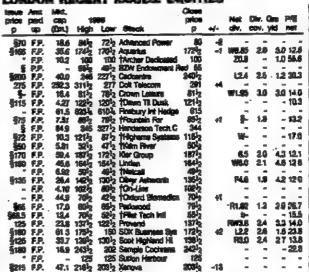


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TSE 350	2028.1	+0.2	2023.7	2009,4	1994.0	1823.5	3.81	1.93	18.99	83.82	1731.B
TSE 350 Higher Yield	1943.5	+0.2	1939,7	1924.4	1909,0	1828.2	5.03	1.87	13.71	105.53	1399.2
TSE 350 Lower Yield	2120.3	+0.2	2115.3	2101.9	2085.4	1823.4	2.59	2.15	22.44	62,70	1489.3
THE SOURCES	2164.18	+0.3	2158.00	2145.79	2140,58	1944.22	3.29	1.58	14.25	70.33	1807.7
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25 Bectronic & Bect Equip(36)	2288.72					2 2212.48		1.34			1204.45
26 Engineering(72)	2820,54	+0.6	2599,70	2564.31	2548.4	2 2188.16	3.14	2.30	17.34	81.94	1821.27
27 Engineering, Vehicles(14)	3009.83	-1.2	3047.77	3032.85	3059.5	1 2479.58	3.59	1.72			1589,77
28 Paper, Policy & Printing(28)	2557.42	+0.7	2540,17	2477.13	2482.A	7 2503.04	4.06	1.80			1090.86
29 Textiles & Apparel(19)	1048.32	+1.9	1027.29	1022.06	1029.8	7 1420.22	6.82	1.12	16.30	70.34	661.88
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33 Food Producers(25)	2892.62					0 2559.55		1.77			1245.08
34 Household Goode(15)	2605.63					1 2809.54		2.23			1051.87
36 Health Care(18)	2020.13					9 1892.65		1.93			1247.66
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36 Tobacco(2)	4013.97	0.4	4028,14	4052.07	3920.4	8 4879.23	6.48	213			1033.57
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44 Retailers, Food(14)	2147,59	-0.8	2164.34	2151.97	2122.8	6 1972.42	3.89	2.29			1398.35
45 Retailers, General(45)	2036.24		2027.67	2051.17	2048.0	H 1936.25	3.23	2.04			1189,47
47 Breweries, Pubs & Rest.(21)	3270.90					5 2823.48		2.10	17.93	108.86	1505,19
48 Support Services(51)	2754,90					9 1875.34					1777.88
49 Transport(23)	2657.74	-0.3	2005,94	2955.97	2628.7	3 2150.07	3.82	1.23	28.07	97.47	1135.90
00 UTILITIESPI	2537.83	+0.3	2529,34	2520.61	2491.4	1 2448.00	5.32	1.70	13.78	188.33	1143.23
82 Electricity(12)	2758.51	+0.4	2748,48	2728.36	2893,7	2 2736.50	6.32	2.15			1512.25
64 Gas Distribution(2)	1528.67	+2.6	1490_15	1483.75	1496.5	5 1891.12	7.84	0.54			836.45
85 Telecommunicaziona(6)	2109.01					5 1960 <i>A</i> 7		1.54			983.32
68 Water(11)	23:9.77	-0.2	2325.58	2290.05	2267.4	3 2160.89	8.42	2.32			1335.73
69 NON-FINANCIALSREET	2077.47	70.5	2074.31	2080 65	2044.3	4 1900.16	3.82	1,82		_	1617.74
70 FRIANCIALS(104)	3473.49					0 2854.56		2.35			1533.16
71 Banks, Retail(8)	4995.09					5 4043.68		2.67			1672.02
72 Banks, Merchanidij	3909.09					3 3532 57		3.01			1281.22
73 Insurança(21)	1938.90					9 1429.71		2.29			1270.04
74 Life Assurance(7)	4030.15					8 3365.48		1.78			1713,48
77 Other Financial(20)	2009.19					1 2361.08		1,77	17,58	109.70	1841,90
79 Property(42)	1756.26	+0.2	1753.26	1743.08	1719.3	7 1412.08	3.66	1.34	25.55	84.76	1109,89
D INVESTMENT TRUSTS(128)	3120.80		3119.89	3096.83	3097.7	2 3015.37	2.29	1.12	48.77	71.91	1104,81
89 FTSE All-Skare(897)	1996.06	+0.2	1993.71	1979.85	1965.3	1 1796,23	3.78	1.91	17.37	81.27	1732.29
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## DO YOU WANT THE GOOD NEWS?



## OR THE BAD NEWS?







FINANCIAL TIMES TUESDAY DECE	EMBER 24/WEDNESDAY DECEMBER 25/THURSDAY DECEMBER 26 1996 ★	27
Highs & Lows shown on a 52 week basis	WORLD STOCK MARKETS  MS -/- Mg/ (on Th) RS -/- Mg/	+ /− 1600 Low
EUROPE  AISTEMA (Dec 23 / Sub)  Ambier 1,800 + 21 1,860 1,850 - 74.2 Carbo  Ambier 1,800 + 21 1,860 1,850		77
ELIROPE  ABSTERA (Dec 23 / Sch)  Comban 14123		100
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Display   1,500   1,200   1,500   1,	Rockwell wishes Happy Holidays to its customers around the world  **Rockwell**  **Rock	100   100
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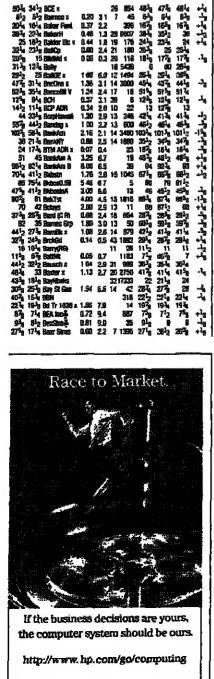
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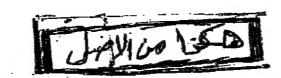
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## Tech stocks give back some gains

#### AMERICAS

US shares were mixed at midsession in quiet pre-holiday trading, writes Lisa Bransten in New York.

At 12:30pm, the Dow Jones 16.91 at 6,501.31, while the Standard & Poor's 500 was Philip Morris rose \$1121/4. off 0.16 at 748.71. Volume on

Technology shares were mixed with the Nasdaq comtoward that sector, showing a loss of 2.71 at 1,285.85 and the Pacific Stock Exchange

Some of the large capitalisautumn gave back some of the largest company on the Nasdaq, shed \$1% of the nearly \$55 it had climbed lio. since the start of September, bringing the shares to \$133%. Dell Computer lost \$2% of the more than \$21 it had risen in the same period, it did not have confidence in

+2.25

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Dow were helped by gains in gers. the bond market that sent the yield on the benchmark 30-year Treasury bond down to 6.569 per cent. Caterpillar Industrial Average was up added \$1% at \$76%, Texaco was \$1 stronger at \$97% and

Home Beneficial, the the NYSE was light at 176m insurer, jumped \$8% or 29 per cent at \$87% on news that American General had agreed to buy the company posite, which is weighted for \$665m in cash and stock. Shares in American General slipped \$% to \$40.

Apple Computer rose \$% technology index off 0.8 per to \$27% on news that the company had agreed to buy Next Software for \$400m. ation technology shares that The deal brings Mr Steve have soared during the Jobs, founder of Next and a co-founder of Apple, back to those gains. Intel, which is the company to act as a part-time adviser to Apple's chief executive. Mr Gil Ame-

ValuJet lost \$% or 5 per cent at \$7% after the low cost carrier cancelled flights to Texas and Florida, saying

atecting † in USS†

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bringing the share to \$52%. the charter companies Some blue chips in the signed up to carry passen-

TORONTO was mixed, but with a firmer bias at midsession with the TSE-300 composite index up just 1.69 at 5.871.35. Financial services shares were firmer, spearheaded by a 55 cent rise to C\$58.50 in Canadian Imperial Bank of Commerce.

Barrick Gold dipped 15 cents to C\$39.60 and Bre-X Minerals picked up 25 cents to C\$22.25 as investors awaited details of an expected agreement over the ownership of the Busang find in the East Kalimantan province of Indonesia.

**BUENOS AIRES** shrugged off a one-day general strike called in protest at proposed labour law reforms, with analysts pointing to positive economic indicators and a major bond offering planned by the government as lifting the market. At midsession, the Merval index of leading shares was 0.96 per cent

## **Bourses wind down to Christmas**

European markets wound down to the Christmas break in largely quiet trade, although a scattering of record highs were again seen in some of the smaller mar-

FRANKFURT stalled in afternoon dealings, as the market wound down ahead of a three day break. Individual features were scattered very thinly, but Kloeckner Werke lifted 50 pfg to DM64 on news that its banks had extended the company's lines of credit until 2001.

Under the terms of the agreement, the 26 banks which make up the consortium will provide credits of DM862m. The Ibis Dax ended up 8.91 at 2,844.09.

PARIS slipped after publication of US November per-sonal income data. The CAC-40 gave up some of the gains made in early afternoon trade but still closed up 8.91 at 2,287.44. Volume was FFr3.6bn, heavier than

normal for Christmas week. Moulinex fell FFr5.50 to FFr116.50 after reporting a net loss of FF774m for the first half, compared with a loss of FFr121m a year earlier.

AMSTERDAM closed higher, squeezed up on low volume ahead of today's half-day trading session. With most big Dutch institutions already absent, private and foreign investors were dominant, turning round a morning fall on profit-taking and squaring books ahead of the year-end. A push higher on Wall Street also helped during the last hour of trade. The AEX index closed 2.32 up at 635.03, within sight of the 636.75 all-time high set on December 3. KLM closed FI 1.20 higher at FL 48.50 on

at its Transavia unit. ZURICH edged down in quiet trade with even the session's highlight, the debut of the Novartis shares, proving a modest event. The SMI index fell 14.6 to 3.875.5.

news of a productivity drive

Dec 23					TH			SERIES
House changes	Open	10.30	17.00	12.00	13.00	14.00	75.00	Cicae.
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	_	Dec 20	Dec	19 .	Dec 18	Dec 3	7	Dec 16
FISE Frentrick 100		1889 23	1.54	5.10	1855.83	184	7.55	1854 48

1925.12 1915.42 1998.43 1899.66 1941.06 FISE Femines 200 OF STREET, SANSON, NA

CS Holding picked up 50 SFr1,174 and Swiss Reinsturcentimes to SFr137.50 and Elektrowatt was marked that Siemens of Germany would take over CS Holding's large stake in the industrial activities of Elektrowatt came after the mar-

Shares in Novartis closed near the day's low with the registereds at SFr1.488 and the bearers at SF11,485, after both opened at SFr1.502. Certificates in its rival, Roche, lost SFr50 to SFr10,190.

In the financial issues UBS encountered selling pressure that took the shares down SFr22 to Pta290 to Pta8,000, boosted

ance SFt9 to SFt1.389. MILAN slipped from its down SFr14 to SFr511. News best levels during a weak session, dominated by book squaring. The Comit index finished 2.96 off at 657.98. Olivetti, however, rose L18.2. to L524.6 after a recent poor

performance. The Figt-controlled Sorin Riomedica lost L122 to L5.460 on news that it had sold its nuclear medicine business to Amersham International.

MADRID remained at a record high with the general index up 2.44 at 431.01 in hefty turnover of Pta54.8bn. Banco Santander gained

by its recent purchases in Latin America and after Standard & Poors affirmed

its ratings for the bank. COPENHAGEN was led higher by banks and Danisco in a quiet market, and the KFX index picked up 1.22 to

close at a record 133.37. Foreign buyers concentrated on the banks. Den Danske rose DKril to DKr468. Unidanmark gained DKr4 to DKr304 and Jyske Bank finished DKr3 higher at DKr440.

Danisco, up Dire to DKr354, continued to climb after Morgan Stabley's "outperform" rating on Friday. WARSAW bounded 1.9 per

cent higher, extending the gains of the previous four sessions and taking the Wig index up 269.8 to 14,320.8. RUDAPEST extended its record-setting run and the Bux index added 5.95 to

est ever turnover of Ft3.7bn. Written and edited by Michael

4,102.47 in the second high-

## Properties lead Hong Kong rebound

#### South Africa weak ahead

of holiday

higher at 634.03.

Johannesburg edged back in quiet trade of about R350m ahead of the looming sea-

sonal festivities, The overall index dipped 4.0 to 6,536.4 as industrials shed 26.8 to end at 7,769.0. Golds also dipped slightly in a market distinguished by a lack of interest in the face of a steady bullion price. The index lost 8.8 to 1.493.1.

Dealers reported some basket-trading of shares as few individual stocks sparked off interest. The result was a mixed bag of individual performances from the blue-chips, as De Beers continued its strong recent gains and put on 300 cents to R133.00. Other favoured stocks included Angles which added 325 cents to E247.25 and SA Breweries which gained 75 cents to R115.75.

ASIA PACIFIC An unexpected burst of pre-Christmas activity took HONG KONG 1.5 per cent higher, with buying fuelled by Wall Street's recent performance and an improved outlook for the local property market. The Hang Seng index

jumped 200.07 to 13,331.48, after a high of 13,361.24. Turnover was a robust HK\$9.1bn, well up on Friday's HK\$7bn, although inflated by share place-A good response to Sino

Land's sale of luxury residential properties over the weekend cheered investors while share placements by Sino Land and another property group did not dampen market sentiment.

Sino Land's parent company, Tsim Sha Tsui Properties, placed 238m shares at HK\$9.13 each and subscribed to an equal number of new shares, netting Sino Land HK\$2.1bn after expenses. Sino Land closed down 30 cents at HK\$9.30, after

Hong Kong

bouncing off a low of HK\$9.15, while Tsim Sha Tsui rose 30 cents to HK\$15.20.

Kong Tai International placed 582m new shares at 25 cents a share. The stock surged 16 cents to 39 cents in turnover of HK\$296.7m.

TAIPEI was spurred higher by news that the finance ministry would sell off its holdings in the commercial banks by July to after falling to Bt116.

ease the budget deficit. The ministry holds only small stakes in Chang Hwa.

First Bank and Hua Nan. which are controlled by Taiwan's provincial government and will remain in state hands after the sell-off. The weighted index ended 31.51 higher at 6,932.00, off a high of 6,954.73 in active turnover of T\$59.47bn.

Chang Hwa and First Bank each rose T\$1 to T\$158 and T\$168 respectively. Hua Nan jumped T\$4 to T\$131.5. BANGKOK reversed steep losses late in the day, after an early 3 per cent slide

attracted bargain hunters back to blue chips. The SET index moved into positive territory shortly before the close and ended

up 3.00 at 819.79. Dealers said long-term European funds were buying in the afternoon, as were brokers, for

their own partfolios. Krung Thai Bank topped the active list gaining Bt2.25 to Bt51 while That Farmers island's "big three" state Bank ended up Bt1 at Bt125.

MANTLA was marked sharply lower at the opening on news that President Fidel Ramos had undergone surgery, but recovered partially by the close, on news that the operation had proved successful. The composite

Tokyo was closed for a public holiday

index finished 40.28 or 1.3 per cent weaker at 3,139.92, after a low of 3,112.56. SINGAPORE slipped back

late in the day, largely unmoved by news that the country would go to the polls for general elections on January 2. The Straits Times Industrial index eased just 0.95 to 2,195.86.

SEOUL was weak in the bsence of demand from pension funds that had been expected to support prices. The composite index ended 8.33 lower at 684.81.

recent sessions on news that it planned to sell parts of its stainless steel business to Posco, fell Won230 to HAI's B shares were up 0.944 Won4,380 on profit-taking.

SYDNEY edged higher during a sleepy session as some demand in the bank sector supported the market as it wound down for the Christmas break. The All Ordinaries index closed 6.7 higher at 2,380.5, with turnover around one third of the Friday's record A\$1.7bn.

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Dealers noted interest in the banking sector after Advance Bank's sharehold ers approved a scheme to merge with the fellow regional St George Bank.

St George ended 19 cents weaker at A\$7.88 while Advance shares were up 16 cents to A\$6.90.

DHAKA fell 3.3 per cent as many large investors were sidelined by news that the official regulator had launched an inquiry into alleged manipulation of the market. The all-share index fell 82.28 to 2.375.87.

China's hard currency B Sammi Steel, firm in shares rebounded after last week's falls. SHENZHEN's B index jumped 7.68 or 6.1 per cent to 183.24 while SHANGor 1.5 per cent at 64.678.

#### FT/S&P ACTUARIES WORLD INDICES

The FT/SSP Actuaries World Indices are owned by FTSE international Limited, Goldman, Sects & Co. and Standard & Poor's. The Indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries. NatWest Securities Ltd. was a co-founder of the Indices.

NATIONAL AND REGIONAL MARKETS				Y DECE					75.0		-			-		~~~
Figures in parentheses	US	Day's	Pound	IT DEGE	MOCH 2	u 1990 — Local	Local	Gross	US IN	JRSDAY Pound		DEM 18	Local	DO	LLUN IN	DEX — Year
show number of lines	Dollar	Change		Yen	DM	Currency		Div.	Dollar	Sterling	Yen	DM	Currency 5		نمس د	200
of stock	Index,	%	index	Index	Index	inclex	on day	Yield	Index	Index	Index	Index	index	High		(approx)
Australia (76)	.217.13	23	193,15	156,70	175.41	181,68	2,1	4.22	212.24	189.27	153,00	172.14	177.90	224,61	188.44	189.48
Austria (24)	186.59	1.0	165.98	134.66	150.74	150.67	0.6	1.90	184.68	164,70	133,13	149.79	149.72	195.04	170.57	170.57
Belgium (27)	_225.23	1.2	200.25	162,54	181.95	177.74	0.7	3.75	222.58	198,49	160,45	180.53	176.52	229.11	203.64	204.79
Brazil (28)	187.50	0.4	166.79	135.31	151.47	358.28	0.4	1.71	186.77	166.56	134,64	151.49	356.93	189.70	135.21	135.21
Canada (115)	_187.94	0.4	167,18	135,63	151.83	186,05	0.4	1,96	187.26	167.00	134.99	151.89	185,34	196.24	148.65	146.65
Denmark (30)		1.1	301,68	244.75	273.98	274.45	0.8	1.68	335.44	299,14	241.51	272.07	272.30	340.41	282.32	282.55
Finland (24)		1.3	213,57	173,35	194.04	233,75	0.8	2.15	237.15	211.49	170.95	192.35	231.81	244.11	173.38	173.38
France (93)		1.8	186.21	151.07	169.11	172.29	1.3	2.84	205,72	183.45	148.29	166.85	170.08	212.48	172.94	172.64
Germany (59)		1.9	165.91	134,60	150.67	150.67	1.5	1.60	183,03	163.22		148.45	148 <i>.</i> 45	189.86	162,12	162.12
Hong Kong (59)		2.1	442.53	359.02	401,89	494.18	2.1	3.15	487.38	434.63	351,33	395.30		\$13,18	379.02	379.02
Indonesia (27)		0.8	200.52	162,68	182.10	326,43	0.9	1.56	223.75	199.54	161.29	181.48	323.60	-	-	-
Ireland (16)		0.5	278.77	226.16	253,17	298.67	0.4	3.44	311.74	278.00	224.72		265.70	321.14	250.17	251,28
Italy (56)		0.1	72.71	58,90	66.03	93.28	-0.3	2.23	81.65	72.82	58.86	88.23	93.54	84.53	69.66	69.66
Japan (480)		0.4	116.99	94.92	108.25	94,92	0.5	0.81	131,02	116.84	94,44	106.26	94,44	164.68	131.02	153.85
Malaysia (107)		0.1	521.13	422.79	473,27	569.96	0.2	1.09	585.13	521.80	421,80		568.96		477.96	488.56
Mexico (27)	1206.91	-0.3	1073.61	871.01		10348.78	-0.0	1.07		1079.29	872.A4		10410.66		1034.29	1034.29
Netherland (19)		1.4	289.35	234.75	262.78	258.84	1.0	2.85	320.63	285.93	231.13		258.25	\$28.12	267.71	267.71
New Zealand (14)		0.9	81,74	66.32	74.23	58.85	0.7	4.05	91.03	81.18	65.62	73.83	58.38	94.40	75,94	77.76
Norway (35)		1.6	252.29	204.68	229.12	249.02	1.3	2.03	279.29	249.07	201.33	226.53	245.88	286.15	223,44	223.78
Philippines (22)		1.5	181.67	147.38	164.98	267,67	1.5	0.65	201.22	179.45	145.05	163.21	263.69			
Singapore (43)		-0.2	388.03	298.56	334.23	266.84	-0.2	1.03	414.58	369.70	298.84	336.24	267.29	465.21	371.28	402.91
South Africa (44)		1.3	278.30	225.79	252.74	320.20	1.6	2.48	308.81	275.39	222.61	250.47	315.31	437.76	301.49	385.43
Spain (37)		1.6	187.79	152.35	170.54	209.27	7.7	2.95	207.88	185.36	149.84	168.59	206.97	211.10	151.05	162.40
Sweden (48)		1.0	366.86	299.25	384.98	418.99	0.5	2.03	410.39	365.98	295.83	332.86	416.69	416.57	295,31	299.45
Switzerland (37)		0.5	210.55	170.82	191,21	195.96	0.2	1.51	235.55	210.08	169.80	191.05	195.57	254.34	219.29	230.77
Thaliand (45)		-4.9 0.9	86.07 242.85	69.82 197.02	78.16	96.19	-4.9	3.57 3.82	101.78	90.77	73.37	82.55	101.13	193.95	96.75	167.54
USA (823)		0.9	270.91	219.79	220.54 246.03	242.85 304.55	0.7	1.97	270.44 303.34	241.17 270.51	194.95 218.67	219.35 246.03	241.17	273.83	223,84	223.84
					240.00	304.00	- 0.4	1,31	30334	2/0.51	218.07	240.03	303.34	307.82	243.34	247.03
Americas (793)		0.4	247.55	200.84	224,82	234.14	0.4	1.96	277.21	247.21	199.83	224.84	233.23	281.50	222,53	225.20
Surope (720)		1.2	207.45	168.30	188.40	201.62	0.8	2.88	230.51	205.56	186.17	186.99	199.98	234.58	195,45	195.45
Nordic (137)		1,1	315.25	255.78	286.30	312.53	0.7	2.00	350.42	312.49	252.60	284.22	310.35	355.51	264.60	264,60
Pacific Basin (873)	.150.08	0.5	133.50	108.31	121.24	109.21	0.7	1.29	149.16	133.02	107.52	120.99	108.46	177.01	149,16	163.61
Euro-Pacific (1593)		0.9	164.24	133.25	149.10	144,07	0.6	213	182.97	163.17	181.90		142.96	191.51	176,40	176.88
North America (738)		0.4	264,64	214.70	240.33	296.74	0.4	1.97	296.32	264.25	213.61	240.34	295.57	301.15	237,55	240.82
Europe Ex. UK (507)		1.3	184.23	149,46	167.31	176.35	0.9	2.27	204,44	182.31	147.37	185.82	174.79	209.70	175.78	175.78
Pacific Ex. Japan (393)		1.4	275.02	223.13	249.77	266.75	1.3	2.80	305.03	272.02	219.89	247.41	263.29	317.82	261.87	261.87
World Ex. US (1807)		0.9 0.6	166.11	134.76 158.22	150.85	149.40	0.7	2.12	185.11	165.08	133.44		148.29	193.47	177.71	177.88
World Ex. Japan (1950)		0.0	195.02 241.96		219.73	256.84	Q.6 Q.6	1.84 2.33	217.86 270.04	194.28 240.82	157.05	176.70	187.94	224.89	196,49 224,68	196.49
Trotto ex Japan (1950)	212.00	0.7	241,96	190.30	219.74	200.04	u.a	2.38	210,04	290.02	194.66	21832	255.29	2/4.55	224,68	224.68

